

CLUB

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Management

SEPTEMBER

1960





America's clubmen prefer
the rewarding flavor of
**Bottled in Bond 100 proof
Old Forester**

What makes famous Old Forester the popular bonded bourbon in America's leading clubs? Taste, of course...rich, mellow, unchanging taste...is one reason. Then there's the quiet pride, the unspoken compliment, that's inherent in enjoying this distinctive whisky. Stock bonded Old Forester regularly, for your membership's pleasure.

ON THE LABEL SINCE 1870:

"There is nothing better in the market"

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*Personalize
and Glamorize*

**YOUR FOOD SERVICE OPERATIONS
with**

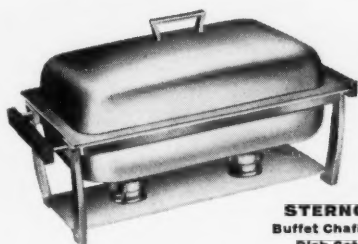
**STERNO®
EQUIPMENT**



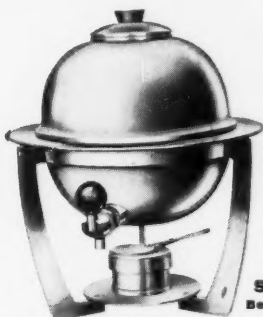
using famous STERNO Canned Heat Fuel

Glamorous at-the-table dining-room service . . .
sophisticated cocktail-lounge service . . . smart and
efficient buffet service . . . simplified room service

—you'll find them all easy and profitable to provide with Sterno's complete line of high-quality brass, copper and stainless-steel serving equipment. All these "Aids to Fine Service" burn safe, clean, economical Sterno Canned Heat Fuel.



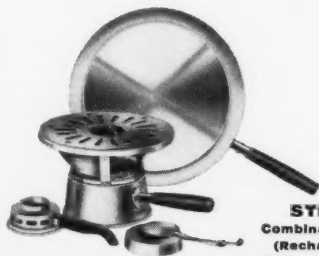
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Dish Set



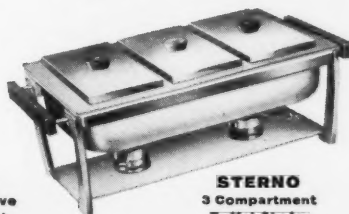
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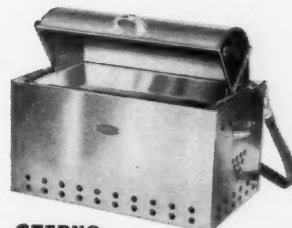
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Room Service Table
with Food Carriers



STERNO
Combination Stove
(Rechaud Style)
with Crepe Suzette Pan



STERNO
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Buffet Chafer



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Roll Warmer

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STERNO, Inc.

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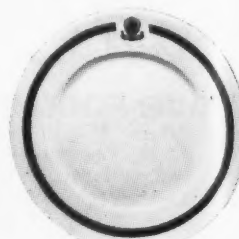
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9 East 37th Street, New York 16, N. Y.

Makers of Safe, Dependable STERNO CANNED HEAT FUEL

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Madison, Wisconsin



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New York

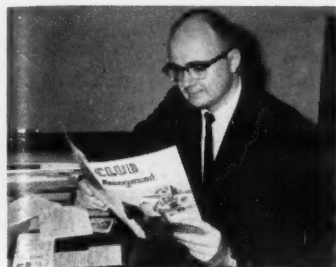
So often, in America's finest clubs, you find Shenango China

For the distinctive touch which a custom pattern can bring to your china service, Shenango offers unexcelled facilities for duplicating your crest or insignie, or for creating designs which express the individuality of your club. The Shenango dealer in your vicinity will be glad to give you complete information. If you wish, he can also present a wide variety of handsome stock patterns for your selection.

Shenango China, Inc. 
NEW CASTLE, PENNSYLVANIA

Write advertisers you saw it in CLUB MANAGEMENT: SEPTEMBER, 1960

CM's Managing Editor



Johnson Poor

Johnson Poor, who joined CLUB MANAGEMENT in July, 1954, has been promoted to the position of managing editor effective with this issue.

Mr. Poor, who was made associate editor of the magazine in 1958, spent two years on a daily newspaper and two years in the U. S. Air Force before coming to CLUB MANAGEMENT. He is a graduate of Bowdoin College.

Wesley H. Clark, former CM managing editor, moves up to editor, and Donald H. Clark continues as publisher.

CLUB MANAGEMENT is published by Commerce Publishing Company which also publishes *Mid-Continent Banker*, *Life Insurance Selling*, *The Local Agent* and *Picture and Gift Journal*.

This Month's Cover

Shown on the cover this month, through the courtesy of the British Travel Association, is a picture of the Mountains of Mourne, just one of the many attractions awaiting visitors to Northern Ireland.

Out of Belfast, Northern Ireland's thriving industrial capital, the road leads north along the coast through country dotted with castles and rich in tradition.

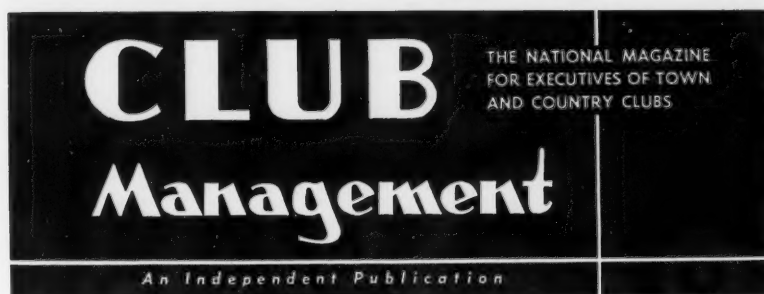
Included in the many sights are Balylecastle, a golfer's paradise, Black Cave Tunnel in which the motor road cleaves through solid basalt and Devil's Churn in which the sea boils noisily and constantly. At Glenarm is the castle of the Earl of Antrim, descendant of the great Mac Donnell family of Scots immigrants who fought the English in the time of Queen Elizabeth.

For more information on Northern Ireland write the British Travel Association, 680 Fifth Ave., New York 19.

In This Issue

The spotlight turns this month to laundry problems, and judging from the inquiries we have received from managers on this question, the subject seems to be of more than ordinary interest.

We've presented all sides to the ques-



Title Registered

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Mountains of Mourne Courtesy, British Travel Association

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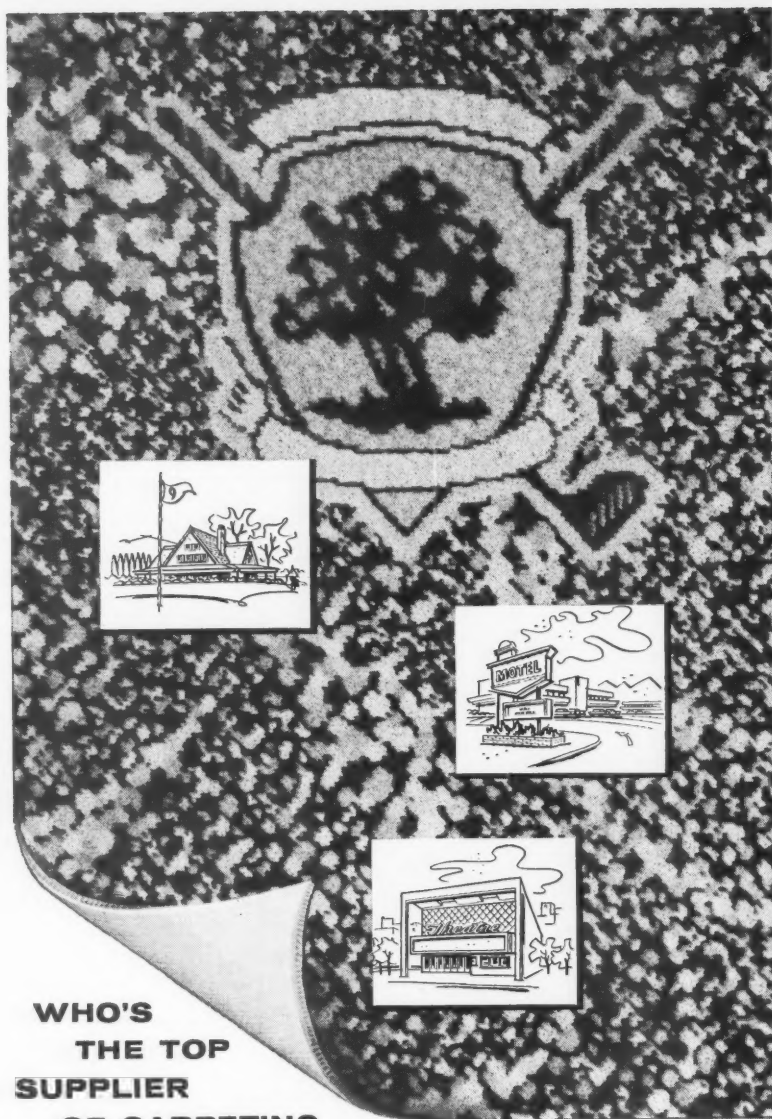
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Every year NATIONAL Theatre Supply installs miles and miles of carpeting in hundreds of public buildings from coast to coast. As one of the nation's largest carpeting contractors, NATIONAL offers an endless variety of carpeting loomed especially to withstand the use and abuse of heavy traffic. NATIONAL's Nylwood carpet for example, is made to exacting N.T.S. specifications by famed Alexander Smith. Probably no carpeting has more proof of its ability to take tough wear than this plush nylon-wool blend. Nylwood is available in a magnificent variety of patterns and colors. You can also find hard wearing, inexpensive carpeting for corridors, locker rooms and other problem areas.

With 32 branches conveniently located from coast to coast, a nearby representative will be happy to show you a better way to buy carpeting for your club. Call, write or wire... now!

NATIONAL THEATRE SUPPLY COMPANY



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SUBSIDIARY OF GENERAL PRECISION EQUIPMENT CORPORATION

CONTRACT FURNISHERS TO LEADING CLUBS, MOTELS AND INSTITUTIONS THROUGHOUT AMERICA

tion—owning your own laundry, sending it out or renting—and what is right for one club won't necessarily be the answer for another. We also think you'll be interested in the story of how one club has successfully operated its own laundry for 50 years, which appears on page 23.

But there are other features you'll want to read in this issue, too. On page 24 you'll find a stirring defense of military clubs and their operation by Mary Hughes Kaltman who has had plenty of experience managing service clubs. And opposite that article, on page 25, is a feature by Bob Yoxall, manager of the Country Club of Coral Gables, Florida, on how his club planned a group tour of Europe for its members!

More Denver Conference plans are unfolded on page 28, and there's a report on wage control from last year's short course on page 30. And don't forget the many departments which continually try to give you practical ideas you can use in your club.

Coming Attractions

Again this year we'll present our annual equipment and remodeling issue in October with a roundup of the best ideas from across the country. This year the emphasis will be on how remodeling and new equipment purchases help control costs and perk up member interest.

Also on tap in the months ahead is a series of articles on successful parties at many clubs. The accent will be on detailed reports of how the parties were given, so that you can stage similar ones at your club.

Food Seminar

The International Society of Food Service Consultants will hold a technical meeting at Cornell University from November 10-12. Concerned with the planning of various types of food service facilities, the seminar will present some of the country's foremost equipment and facility specialists speaking on a variety of topics.

Wine Week

National Wine Week, the annual salute to the wines of California and other American vineyards, will be held October 15-22.

A queen, who will reign during the week, will be crowned September 6 at the California State Fair. The publicity of Wine Week, the Wine Advisory Board points out, makes it an ideal time to promote wine in clubs and other fine dining places.

ANOTHER FIRST *from* LIBBEY



HEAT-TREATED GOBLETS

SPURRED by the sensational success of its famous Heat-Treated Tumblers, Libbey now announces Heat-Treated Goblets!

Heat-treated for longer life, these new goblets give cost-conscious hotel, restaurant, and club operators table glassware elegance plus economy, verified by the wealth of evidence on Libbey's Heat-Treated Tumbler durability. This evidence has been accumulated through 10 years of constant use by thousands of restaurants.

For further economy, all Libbey Heat-Treated Goblets are backed by the Libbey guarantee: "A new glass if the rim of a Libbey 'Safedge' glass ever chips."

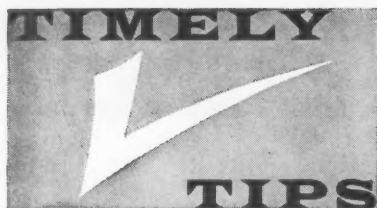
For complete information on Heat-Treated Goblets, the newest addition to the complete Libbey line, call your Libbey Supply Dealer, or write Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.



Every Libbey Heat-Treated Goblet has this special marking to distinguish it from ordinary goblets.

LIBBEY HEAT-TREATED GOBLETS
AN **®** PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



✓ Now available from Institutional Cinema Service is a two-part catalog of 16 mm. films which are available for use by clubs and CMAA chapters.

The 62-page catalog has entertainment features, unit programs, religious films and special films (part I), and educational films, in every subject area,

correlated to courses of study (part II).

For a copy write Dept. CM, Institutional Cinema Service, Inc., 41 Union Square West, New York 3.

✓ Bright colors joined by a delicate black scroll enhance the Sterling China

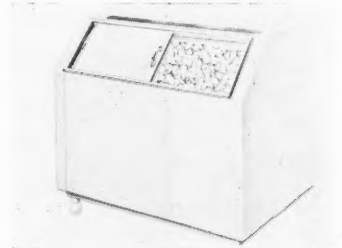


Co. pattern "Bristol." Red, yellow, blue and green complement the narrow rim on this lightweight pattern.

The decoration is applied to the pearl-white body under a hard glaze and Bristol, one of 20 in-stock patterns in the Sterling Vogue

Collection, is available for immediate shipment.

For more information write Dept. CM, Sterling China Co., East Liverpool, Ohio.

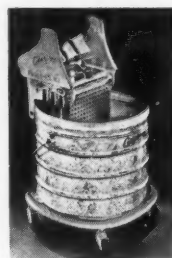


✓ Three new ice storage bins for storing flaked and cubed ice are now available from Scotsman.

The bins, Series B-400-B (shown here), BH-1250 and SB-1500, have 400-, 1250- and 1500-pound capacities respectively. All are available in a choice of baked-on enamel or stainless steel exteriors, watertight stainless interiors.

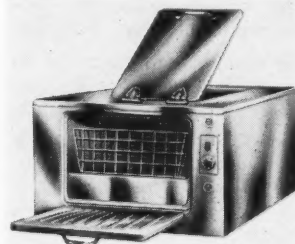
For more information write Dept. CM, Scotsman, Queen Products Div., King-Seeley Corp., Albert Lea, Minn.

✓ Mop buckets that are designed to take guesswork out of correctly mixing cleaning solutions are the latest additions to a complete line of floor mopping equipment from Geerpres Wringer.



The new buckets are ribbed for additional strength and each rib is a graduation that tells how many gallons are in the bucket. They are available in four-, eight- and eleven-gallon sizes with a choice of single, twin or "convertible" twin models.

For more information write Dept. CM, Geerpres Wringer, Inc., Muskegon, Mich.



✓ Designed especially for buffet-line operations is the new roll warmer introduced by Thermotainer.

The interior compartment accommo-

THE FINEST HOTELS, RESTAURANTS, CLUBS, STEAMSHIPS, RAILROADS AND HOSPITALS SPECIFY LEGION'S NESTING STAINLESS STEEL PLATE COVERS.

ROOM SERVICE FOR HOTELS

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BANQUET SERVICE

PULLMAN SERVICE

LOCKER ROOM SERVICE FOR CLUBS

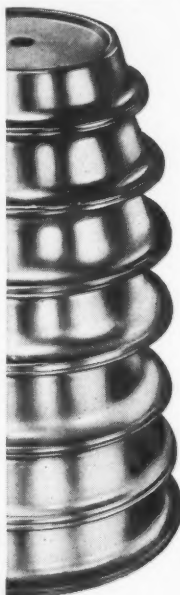
CABIN SERVICE ABOARD SHIP

Serve food hot and sanitary with Legion's nesting stainless steel plate covers. Legion makes the largest assortment of nesting stainless steel plate covers in the United States from 7 1/4" to 11 1/2" in diameter. Don't spoil the appearance of your dining room or your room service with unsightly dirt-pitted, grease-filmed or discolored covers. Legion's lustrous platinum finished covers are light, durable and easy to keep clean.

Now available at prices reduced 20%.

A FEW USERS OF LEGION PLATE COVERS

Statler-Hilton	Barcelona
Bellevue Stratford	Tisch Hotels
Benjamin Franklin	Knott Hotels
Sheraton Astor	Park Sheraton
Bear Mountain Inn	Dinkler Hotels
Carillon Hotel	Providence Hospital



*Eliminate pitting from detergents... denting by dishwashers.
They are a lifetime investment.
Easy to store... they save valuable storage space.*



LEGION UTENSILS CO., INC.

21-07 40th AVENUE, LONG ISLAND CITY 1, N. Y.

to pay LESS for floor care pay more for **QUALITY** materials

General building maintenance expenditures show cleaning costs at a new high of 50.2¢ annually per square foot. Of this total cost 45¢ is expended for labor while only 2.3¢ is used for materials and supplies.*

When you practice the false economy of purchasing cheap cleaners, waxes and floor dressings, not only do labor costs skyrocket because of the necessary increased frequency of treatment, but your floors are in danger of rapid depreciation. Cheap alkaline cleaners shorten floor life. Cheap waxes offer little protection.

With the right long lasting, quality-first treatment, the cost of cleaning a floor is lower because labor is held to a minimum. This beautiful floor was treated to clean easily, stay clean, look clean.

- The floor in this beautiful lounge was sealed with Hillyard HIL-TEX®, the undercoater which fills pits and voids in resilient flooring, eliminates dirt traps, provides a firm, smooth base for wax.
- The floor was then finished with Hillyard SUPER HIL-BRITE®, the water emulsion wax made only of select prime No. 1 imported Carnauba, highest grade obtainable. Buffs back again and again to "new floor" lustre after repeated scrubblings. This floor will reject dirt, keep it up on top to make cleaning fast and easy.
- Cleaning time is shortened with Hillyard SUPER SHINE-ALL®. No rinsing is necessary in normal daily cleaning. Hard scrubbing is eliminated too because Super Shine-All cleans 6 effective ways; by wetting, penetrating, sudsing, dissolving, emulsifying and suspending. Its neutral safe action safeguards and prolongs floor life.

* Office Building Experience Exchange Report.

For every floor in your Building there's a Hillyard treatment that can help keep cost down.

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You're Money Ahead with

HILLYARD

Let the
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survey your floors and
show where you can save
money on floor care. He's
"On Your Staff, Not Your Payroll"



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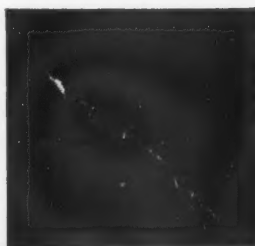
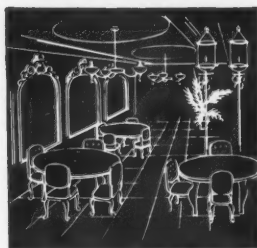
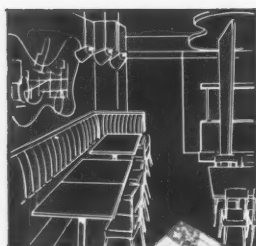
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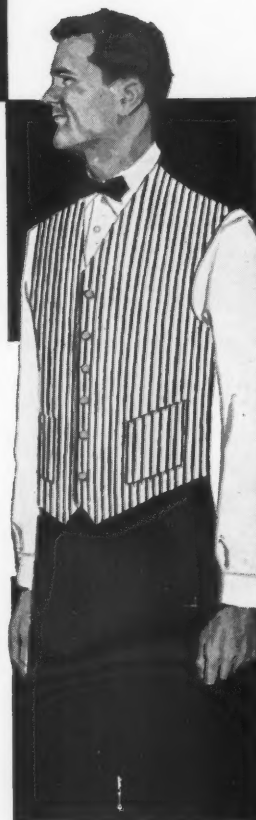
STATE _____

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B L A C K A N D W H I T E



smart
styling
for
any
decor



Angelica
UNIFORM COMPANY

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107 W. 48th Street, New York 36, N. Y.
177 N. Michigan Ave., Chicago 1, Illinois
1900 W. Pico Blvd., Los Angeles 6, Calif.
317 Hayden St. N. W., Atlanta 13, Ga.

dates a standard wire roll basket which is placed in the unit or removed through a shelf-type rear door. The bottom of the compartment is inclined toward the front so that the buffet diner can always see the contents of the basket clearly and can serve himself easily.

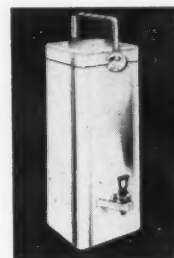
For more information write Dept. CM, Franklin Products Corp., 400 W. Madison St., Chicago 6, Ill.



✓ From Taylor Wine Co. comes this new slide-on 'bottle topper' as a colorful reminder that the half-bottle is ideally suited for "dinner for two."

The half bottles and toppers are available through Taylor Wine Co. distributors wherever local regulations permit.

✓ A five-gallon insulated beverage carrier with a new design has been introduced by the Polar Ware Co.



Called the Polar 500 Porter, the carrier is rectangular in shape and, according to the manufacturer, the straight-sided units can be packed in closer together in transportation and storage. They also

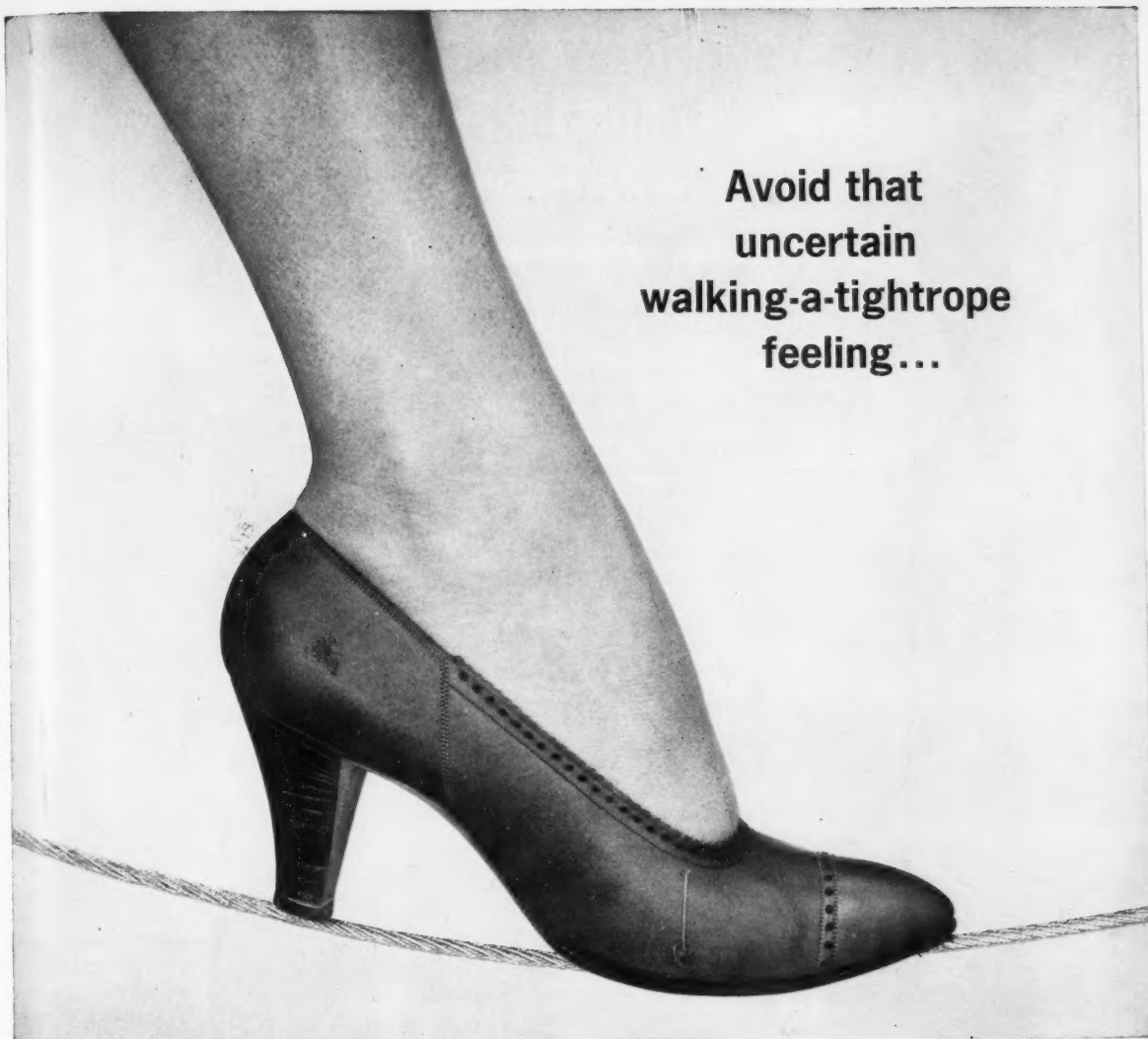
feature a specially designed self-locking easy grip handle.

For more information write Dept. CM, Polar Ware Co., Sheboygan, Wis.

✓ A folding table that doubles as a small size banquet table, a card table or an extra table for overflow guests is now available from Howe Folding Furniture.

Known as the "card-utility table" the unit has a high-grade, carbon steel chassis and legs of one-inch square, tubular steel. Each leg is individually corner braced and each pair of legs is controlled by an automatic lock.

For details write to Dept. CM, Howe



Avoid that
uncertain
walking-a-tightrope
feeling...

**For positive traction underfoot, plus lasting beauty,
use floor wax containing LUDOX—Du Pont's anti-slip ingredient**

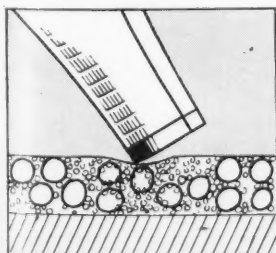
With "Ludox" in the floor wax you get added safety underfoot. "Ludox" acts like a brake that promotes easy, effortless walking. And you get the lasting beauty only a fine wax can give your floors. Scratches and scuffs can be buffed out

without rewaxing. For more information and a list of suppliers, write us or mail coupon below.



LUDOX®
colloidal silica

BETTER THINGS FOR BETTER LIVING... THROUGH CHEMISTRY

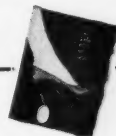


In floor wax, microscopically small spheres of "ludox" colloidal silica are mixed among larger wax globules. Under foot pressure the particles of "ludox" bite into the softer wax globules, resulting in a snubbing action that makes walking more carefree and comfortable.

E. I. du Pont de Nemours & Co. (Inc.)
Industrial and Biochemicals Dept.
Room 2539CL, Nemours Bldg.
Wilmington 98, Delaware

Please send FREE booklet describing the advantages of floor wax with "Ludox" and a list of suppliers of these quality waxes.

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Firm _____ Title _____
Address _____
City _____ State _____



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Save money—save time with flexible, efficient GEERPRES Mopping Outfits

If you're not using a GEERPRES mopping outfit, floor cleaning is probably costing you more than you think. Only GEERPRES has the design features and rugged construction to save costly labor time, give maximum service life.

Wringers give you powerful, uniform squeezing action—wring mops dry, quickly, easily, smoothly, in single operation. Patented design keeps splash and spray off cleaned floors. Electroplated wringers, galvanized buckets end rust—last for years. Mops last longer because wringers cannot twist, tear, tangle. Ask your jobber or write for catalog.

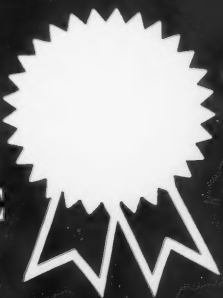
Geerpres

WRINGER, INC.

P.O. BOX 658, MUSKEGON, MICH.

FLOOR-KING
MOPPING OUTFIT
FOR MOPS TO 36-OZ.

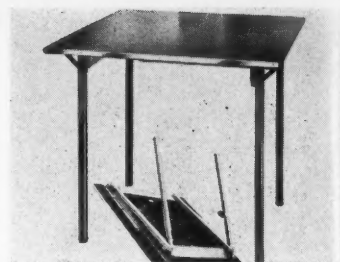
BECAUSE YOUR CLUB IS A SPECIAL PLACE



your paper table appointments just don't dare be ordinary. Impress your members with distinctive, different menus, napkins, place mats, doilies, etc., that are as special as your club itself. Capturing the character of your club takes more than printing and paper. That's why we have a full staff of experienced artists, and the best idea men in the table appointments field... ready and willing to serve you. The cost? You'll be surprised—and pleased—at how much high quality custom design work your money buys at Aatell & Jones. There's a wide selection of low-cost, high-quality stock items available too, so why not get in touch with Aatell & Jones right away?

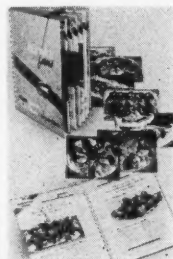
Aatell and Jones, Inc.

3360 Frankford Avenue, Philadelphia 34, Pa.
Representatives in all principal cities.



Furniture, Inc., 1 Park Ave., New York 16.

✓ A 16-page color illustrated catalog containing new ideas on serving elaborately prepared gourmet items is now available from Idle Wild Farm.

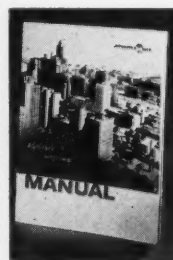


The catalog shows such items as Rock Cornish Game Hen, boned and stuffed with wild rice, mushrooms, and cognac, Breast of Cornish a la Kiev, and

many other prepared items.

For a copy write Dept. CM, Idle Wild Farm, Pomfret Center, Conn.

✓ Club managers will find information on the care of floors in lobbies, corridors, guest rooms and other areas, plus aid on other "housekeeping" chores, in a new building maintenance manual published by Johnson's Wax.



The manual is said to provide executives and supervisory help with

good background knowledge that may prove helpful in an area where most institutions are striving for efficiency. A chart explains characteristics of 12 different floor surfaces and the 28-page manual also provides a step-by-step procedure for cleaning and finishing floors.

A copy may be obtained by writing Dept CM, Service Products Division, Johnson's Wax, Racine, Wis.

✓ Dish table mats with heavy green plastisol coating have recently been introduced by Seco Co.

The mats are available for all standard size dish tables—24, 30 and 36 inches wide, and 12 and 18 inches long. All contact points are electrically welded together before plastisolizing and each

In Food Service... **Aerohot** → **food warmers** can make the difference between profit and loss!



Aerohot
Food Warmer No. 304
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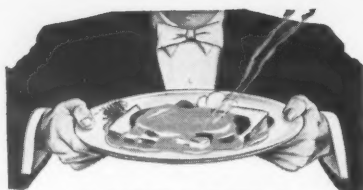
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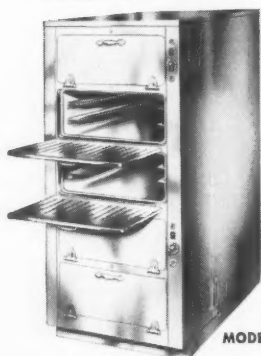
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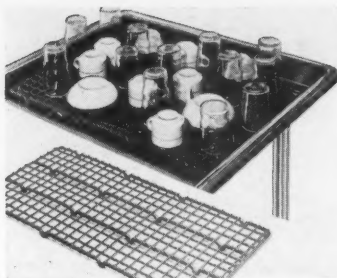
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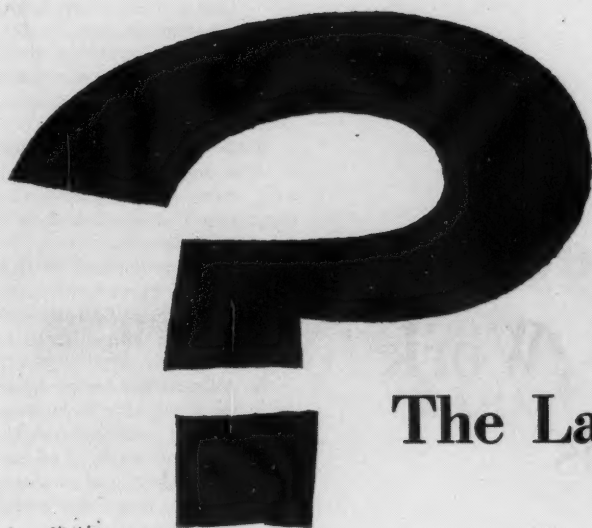
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The Laundry Question

■ On the following pages CLUB MANAGEMENT presents three answers to one of the big problems in the operation of a club, the question of how to take care of the club laundry. How can you best alleviate the difficulties of soiled, wet towels accumulating, be certain that you will have an adequate supply of linens on hand at all times and not limit the style of your linens and uniforms? Should you install your own laundry facilities, call in a linen supply service or make use of commercial laundering services? The three articles presented here give the advantages and disadvantages of each of these possible solutions. The decision within your club must be made, of course, in light of your own particular club needs and local conditions. One article comes from the American Institute of Laundering, another from the National Association of Institutional Laundry Managers and the third from the Linen Supply Association of America. By reading and evaluating for yourself the pros and cons given, you may find a way to clear up any "bugs" in your present laundry set-up . . . or discover a way to take care of club laundry more economically, more efficiently, more satisfactorily.

Commercial Laundry Offers Quality Work Standards

By R. C. Rollins
American Institute of Laundering

Selecting the "right" source of laundry services for your club properly begins with cost comparison based on individual requirements. You should make the decision in the light of local conditions.

Many considerations will favor contracting your laundry service through a reliable commercial laundry. This provides professional service at low cost. And you can maintain distinctiveness in linens and uniforms to suit the tastes of your membership.

Club installation of laundry facilities to do this work is rarely an economical solution. Rental services for linens, uniforms and other washable items can be both efficient and economical, but may limit the "style" of these items

to something not in keeping with your club.

Obviously, there are pro and con factors to be evaluated. Therefore, let's analyze some comparisons of these basic sources for laundry service.

As a "rule-of-thumb," it is almost unthinkable to install a complete laundry for less than 50,000 pounds of work per month. Sometimes it is unprofitable to do the laundry work yourself even at twice that volume. This depends partly on the variety of finishing work needed. The large capital investment involved in such an installation will usually achieve more for your club when used for facilities that produce revenue.

Experience in the field with laundry

installations indicate the following problems:

1. There are usually higher rates of linen usage. Employees seem to feel that the company laundry eliminates laundering expense.
2. Employees feel free to send their personal work through the laundry, creating an additional operating expense.
3. Fluctuating work loads require enough trained personnel for peak days, with inefficiency and wasted time during slack days increasing over-all costs.
4. It is important to have well-trained personnel and capable supervision. And the club must compete with other laundries for labor.
5. A quotation for equipment to set up a laundry is increased about 25 per cent by freight and installation costs. And needed air compressor and increased boiler capacity may cause costs to rocket further upward.
6. Space occupied by laundry often could be put to income-producing use or storage.
7. Only in an extremely large operation is there a chance to recover the initial investment through savings on the service.

Those who favor their own laundry department sometimes feel that service available from other sources is too slow, too expensive or inferior in standards of quality. In remote areas, suitable commercial or rental services may not be available. Managers sometimes feel they can better control inventories if they avoid outside handling. A larger inventory of linens may be needed when work is sent to commercial laundries because of lags between pick-up and delivery; thus linen investments may be reduced by having the "inside" laundry service. All of these arguments have some merit, but cannot be taken for fact in each locality.

The rental service laundries are efficient and generally render excellent delivery service. Charges are based on usage volume and can be adjusted to provide more service at busy periods, less at slack periods. Naturally, the fees charged must cover the firm's investment in stock as well as costs of laundering. Fees are kept to a minimum due to stock purchasing in large amounts direct from sources of supply and merchandise selection for long wear.

Club's favoring distinctive and personalized linens, napkins, tablecloths, towels, aprons, uniforms, etc., may feel that available rental stocks are un-

(Continued on page 67)

What size should a club operation be to make use of a linen supply service?

This is a frequent question from club managers who must decide whether to call in a linen supply service, buy their own linens and send them to a commercial laundry, or install their own laundry equipment.

However, it's not the right question.

The factors governing the decision to use a linen supply house have little to do with the size of the operation. One of the great advantages of linen supply is that it's flexible. Suppliers provide anything from hand towels for a one-man business office to uniforms for 3000 employees in the world's largest bakery.

Linen supply is a rapidly growing business. An increasing number of industries and institutions are taking advantage of its benefits.

Here is how linen service works:

When a linen supply house is called in, an expert consultant arrives to discuss the entire linen problem. The consultant is experienced in every phase of the business, from proper handling and sorting procedures to selection of the most economical and attractive uniforms. He will work closely with a club manager to set up his service and to prove that linen supply is the most economical way of doing business.

Linen suppliers have a flexible policy in working with clubs. Special uniforms or linens can be provided to harmonize with the club decor, and any additional costs are incorporated into the rental price. If an organization already has a stock of linens on hand, the linen supplier often will purchase the inventory, including laundering equipment.

The linen supplier takes all responsibility for supplying clean linens of the proper quality when and where they are needed. Employees no longer have the job of sorting, maintenance, inspection and inventory control and are able to devote their time to the jobs for which they were hired.

Renting linens provides an accurate system of cost control. The manager knows exactly what linen service costs every month when it becomes an operating expense.

Capital that would be tied up in a linen inventory is freed for other uses.

The laundering methods which are cheapest and easiest are also the most destructive. A linen supplier uses different laundry methods for different linens, insuring maximum life for material and lower over-all costs for the club. Further, you get top quality linens because they are more satisfactory and have longer life.

Perhaps most important of all, man-

Linen Supply Relieves You Of Supervisory Details

By Paul Herr

Linen Supply Association of America

agers are relieved of the countless supervisory details involved in linen supply. When even a torn sheet means an administrative headache, managers who attempt to run their own linen service find hidden costs piling up. The services of a linen supplier enable a club manager to get out of the laundry business and back into the job he knows best.

There are two other great advantages of linen supply for the club manager. First, many clubs have busy seasons and slack seasons. Capital and labor tied up in storage facilities, linen inventory and laundry equipment is tied up all year 'round. However a linen supplier can provide you with flexible service to fit the season. One supplier reports that a club account

may fluctuate from a high of \$2000 a month to a low of \$300 in slack months.

Second, many clubs use a wide variety of laundered articles—towels, napkins, sheets, uniforms, aprons, etc. Only a linen supply house has the knowledge and experience to purchase the most suitable articles and to handle them with maximum efficiency.

Clean linen is an item of major importance for any club. Handling your own laundry is a problem, even if you have space, equipment, a good linen inventory and an experienced labor force. More and more club managers are finding it saves money in the long run to turn linen supply over to those in the business. ■ ■

For Economy Do Your Own Laundry

By Heywood M. Wiley

National Association of Institutional Laundry Managers

Until recently the decision about when to install a laundry was based arbitrarily on a fixed minimum of work to be done. This method no longer serves as an exact indicator.

The increasing costs of linen and commercial laundry service make consideration of a laundry installation a distinct individual problem. General increases in operating costs in every organization are necessitating a review of each expense item to determine how operating costs may be reduced without impairing services.

Anyone who hasn't seen the inside of a modern commercial laundry has

visions that it is a place with big machines, each capable of processing huge volumes of soiled linens and clothing. There are many plants which fit this description, but the average commercial laundry also has smaller machines and even hand-washes a few delicate articles.

Commercial laundering has become a vital factor in the economy-conscious world of today. Because of the increase in cost, many users of commercial laundry service will find that a study of this situation might offer an economic solution. Automation has penetrated the laundry-machinery field to a degree

where several operations can be standardized and repetitive procedure mechanically introduced.

Many club managers have thought they were small users of linens, and the installation of a laundry never entered their minds. There now is a general awakening to the possible economy of in-plant laundry operation and a realization of the potential services it can perform.

Compact Unit

The introduction of the single, small-size, compact washer-extractor which automatically washes, rinses, and spin-dry the linens has had a revolutionary effect on the entire laundering industry. These machines are available in capacities from nine pounds to 600 pounds per load.

They have eliminated the necessity of having a costly extractor, and an extra machine for spin-drying the water-laden, washed linens. They also have reduced the total labor needs tremendously.

Formerly it was necessary to remove the water-soaked linens from a wash-wheel, put them into a truck, push the truck to the extractor, lift the same wet load into the extractor, and then remove the load again after it had been dried. The linens come out of the new washer-extractor ready for drying or ironing. Thus lifting, tugging trucks, and the additional floor space required for the extractor are all eliminated.

Determining Size

To determine the sizes of laundry machinery needed, it is necessary to determine the peak demand for laundry service and compensate for it with machines as further investigation indicates it is needed. You must take into account your inventory of linens. If it is large enough, the laundry load may be spread evenly over the work week, because there will not be periods of shortage.

Every reputable laundry machinery manufacturer is willing, without obligation, to study your situation and make machinery recommendations. He would require information concerning your linen inventory in order to calculate what services would be needed.

It is my considered opinion that the average club would find that a fully automatic washer-extractor combination of 25 pounds dry-weight capacity would suit its need.

Easy Job

One hundred average, club-type Turkish towels weigh approximately 75 pounds. A locker room attendant easily can find the time to count out 34

towels, place them in the combination washer, add detergent, close the door and push the button putting the machine into operation. This same person can return anytime from 20 to 30 minutes later, depending on the washing formula, remove the clean towels and put them into a gas-drying tumbler next to the washer. You can repeat the cycle as often as necessary during each day.

Any supplier of detergents will be pleased to demonstrate his product, as will the manufacturer, and give the person who is to operate the machines complete instructions.

Small Space

The two pieces of machinery mentioned, a 25-pound automatic washer-extractor and 36- by 30-inch gas-heated drying tumbler will require approximately 32 square feet of actual floor space, with little or no additional space. Soiled linens should be washed as quickly as they accumulate. A six-inch drain for the washing machine is preferable; however, a smaller size can be used if you provide a sump under the machine large enough to hold one complete change of washing solution. This would drain off during the subsequent washing operation.

The total amount of water to wash a 25-pound load would be about 100 gallons, 60 percent of which should be provided at a temperature of between 150-160°F.

A practical position for locating these machines is in a small room somewhere along an outside wall, in order to install an outside vent for the drying tumbler and a ventilating suction fan, if needed.

Once this machinery is installed, it can be run as long as you have work for it. I have not mentioned any type of laundry-finishing equipment for such things as napkins, tablecloths, uniforms, etc. There are so many kinds of different machines for finishing or ironing laundry, space does not permit going into many details. The purpose here is to point out how easily and economically it is possible to do the heaviest volume of the club's laundry and locker room towels.

Cost of Machines

The cost of these two machines is approximately \$3600. Add to this approximately 20 per cent for installation, piping, sewer, cement work, electric and gas connections, and you have the approximate total costs. Both machines are practically noiseless in operation. Location can also minimize the usual complaints about noise.

By operating your own laundry, the same towels may be used several times in one day. Bathrobes, swim suits, and numerous other garments and items can be laundered satisfactorily and used in their fluff-dry state without ironing or pressing.

The storage of soiled, wet and perspiration-soaked towels, sweatshirts, etc., and the unavoidable odor are reduced to absolute minimum. Damage

from mildew disappears because the causes (wet and dirty fabrics lying in piles or in bags waiting for laundry pick-up) are absent. The hazards of insects and vermin are appreciably reduced.

Above all, improved service can be provided club members. And, in the average club, the total investment in laundry machinery will be amortized in from 2½ to three years. ■■

How One Club Runs Its Laundry 50 Years' Successful Operation

By R. Alan Chesebro,
Manager

Brae Burn Country Club
West Newton, Massachusetts

Brae Burn Country Club successfully has operated its own laundry for over 50 years and has derived many benefits from it.

In 1954 our old wood-wheel washer-extractor and three mangles reached the replacement stage. We made a study of our operation as compared to having our laundry done outside, and this revealed the following advantages: superior quality; smaller inventories; availability; longer life, fewer losses and no mixups with linens belonging to others.

We invested in the following new, modern equipment enabling us to operate more efficiently with three employees instead of four:

Value of Major Pieces of Equipment

One 36" x 36" Stainless Steel One-Pocket Washing Machine	\$3415
One 26" Stainless Steel Extractor Cap 50 pounds	1235
One 37" x 30" Gas-heated Cabinet-type Drying Tumbler	515
One 85" Gas-Heated Flatwork Ironer	3400
	<u>\$8565</u>

COST OF OPERATION

	1958-59	1957-58
Labor	\$ 7233	\$ 6940
Board of Employees		29
For (Gas and Electricity)	566	550

Supplies (Soap, Bleach Etc.)	615	717
Renewals and Repairs	690	607
s/s Taxes 4.7% g P/R	340	326
Group Insurance	270	270
Water-Estimate	75	75
Oil-Estimate	725	725
Replacements, Linens, House Restaurant	1300 1500	1300 1500
	<u>\$13314</u>	<u>\$13039</u>
Depreciation on equipment	856	856
	<u>\$14170</u>	<u>\$13895</u>

Number of pieces laundered	242,000
Average cost per piece	\$. 058 \$.057
Total Income	\$655,618 \$621,669
Cost Per Dollar Income	2.1% 2.2%

During my investigation I discussed the pros and cons with most of the CMAA managers of our local country and city clubs who were most cooperative.

Our laundry handles all table linens for our restaurant and grillroom; kitchen towelling; aprons and uniforms; all guests' and employees' bedroom linens; all bath towels for house, swimming pool and golf; and tee towels for the golf course. ■■

In Defense of the Military Club

By Mary Hughes Kaltman

At the last two national CMAA conferences, talking with other club managers and directors, I have found myself in the position of defending the military club against a popular belief that the operation of this type of club is some kind of "happy hunting ground" for inexperienced managers, who can loll in the ease of forced membership participation and government subsidy. This simply is not true.

It is easy to understand why the military club has picked up its "bed-of-roses" reputation since its greatest publicity comes from the memories of World War II veterans who were members of these clubs. In those days of the war and the days immediately following, the military club was a new diversion for thousands of young men in uniform. It is doubtful if the sergeant, transferred hastily from machine shop, flight line or mess hall to manage the club, had ever heard of food or beverage controls. And monthly profit-and-loss statements were most probably mysterious studies in fluctuating food costs and improbable bar percentages.

A good part of the members' paychecks, not yet earmarked for rent and groceries, found its way into the club tills, and rows of slot machines poured out a steady stream of silver coins to cover any losses. However, since the war days things have changed. The outlawing of the lucrative metal bandit was the first blow which was to start military clubs on the road to self-sufficiency. This led eventually to the need for securing qualified personnel, either military or civilian, whose specialized knowledge would enable clubs to operate successfully in spite of unbelievably low monthly dues and mandatory low-cost food service.

There followed other blows in quick succession. Limitation of military personnel made it necessary to convert to a civilian-operated organization with

Mary Hughes Kaltman has specialized in managing military clubs for a number of years. Her most recent post was at the Officers Open Mess, Elgin Air Force Base, Florida.

the club footing salary expense. Regulations directing membership disappeared and the military club was in competition with the local country club. The sale of package goods was forbidden in all but the most remote areas, and government maintenance aid was cut to bare minimum.

It is true that the government furnishes the building to house the military club and also true that federal funds provide a small part of the building maintenance. If the roof wears out or blows off, it will be replaced and exteriors will be painted. No military club manager should minimize this help, however limited, but many of us have looked at a monthly expense entry called "Contribution to Command Mess Fund" and ruefully reflected that we could have paid rent on a fine building, owner maintained, for the same amount of money.

There seems to be an idea that military clubs buy consumable items cheaper than civilian clubs by virtue of their connection with Uncle Sam. The truth is they purchase from the same purveyors at the same prices as any civilian club. Certainly they can purchase through military commissaries, but any service housewife will tell you that the local A & P often has better bargains. In addition the military club is faced with selling food, not only cheaper than the country club, but cheaper than any restaurant in the area.

In many military clubs the original purpose has been lost on the membership to such an extent that, under pressure, the manager begins to feel he isn't operating a club at all, but some

nightmarish family restaurant.

The necessity for providing this service in a nightclub atmosphere complete with orchestra, floor show, candles, white linen and uniformed waiters has lost military clubs many a fine manager, but also has created some of the most exacting food cost controls in history. Keys to refrigerators and storerooms have to be guarded like crown jewels; portion control, left-over outlets, daily food costs and accurate inventories are of first importance. Another small misfortune of the military club manager is that he often has to maintain two sets of controls, one to conform to military regulation requirements and another to tell him what he needs to know. This generally adds another salary to the payroll and burdening overhead in the accounting section.

Another misconception is that military clubs seldom are called upon to provide the distinctive affairs which are expected of the successful manager of a civilian club. Since most of the official entertaining of visiting national and foreign dignitaries is done by the staff of an officers' club, it is doubtful if any civilian club is faced with more questions of protocol, more demand for exotic foods to please the palates of distinguished guests, more exacting criteria in decorations and service than that which descends, sometimes with an hour's warning, on the manager of a military club.

Until a few years ago, the executive control of a military club remained in the hands of a military man, but with the growing need for trained management and the limited number of qualified military personnel available, this control is being passed to more and more civilian managers. This creates a big new field for managers, but it is no job for the "feather-bedder", the untrained or the inexperienced—no place to practice. ■ ■



Members of the Country Club of Coral Gables land in London to begin their tour of the continent.

To Europe and Back on \$750

How To Plan a Group Tour For Travel-Minded Members

*By Robert Yoxall, Manager
Country Club of Coral Gables
Coral Gables, Florida*

The Country Club of Coral Gables is proving itself to be one of the most travel-minded clubs in the United States.

Located in a center of sports activity, the club has supported the activities of the local University of Miami. Over a period of years I've had no difficulty in chartering four-engined aircraft to fly member-fans to all of the out-of-town games.

Those participating enjoyed the trips so much that two years ago, feeling that it might be possible to broaden the travel horizon, we planned a summer excursion to Jamaica. This trip was a tremendous success and members expressed a desire to make such excursions an annual affair. As a result, our tour of Europe was born.

Approximately one year prior to the planned departure date, the club contacted scheduled airlines having routes across the Atlantic and asked for bids on chartering a four-engined aircraft. (Jets at that time were not available for charter). B.O.A.C., through its Miami agent, British West Indian Airways, was the successful low bidder

with a price of just under \$30,000 from Miami to London and returning from Paris to Miami. This was approximately \$360 per seat, a price substantially below regularly scheduled fares.

With trans-Atlantic transportation secured at a reasonable price, the next step was to contact a local travel agency, Travel, Inc., of Coral Gables. We told the agency that we wished to spend 21 days in Europe, touring England, Holland, Belgium, Germany, Switzerland and France. Further instructions were given to include in our price all hotel accommodations, meals (wherever possible), ground transportation and tips for moving baggage.

Within several weeks the agency notified the club that they had engaged Lissone-Lindeman whose main office was in "The Hague", Holland, and that it could provide transportation in England and on the continent by luxury busses, transportation across the channel by channel steamer, sight-seeing in the various cities, hotel rooms with running water, three meals per day, with the exception of London and Paris, where breakfast only would be provided, and all of the balance of our request. The price quotation was \$390 per person.

Well, there it was. We could take our group from Miami to Europe and re-

turn over a 21-day period, combining air fare and ground arrangements, for a total price of only \$750 per person. Obviously this was several hundred dollars less than an individual ever could hope to accomplish the same trip.

Armed with this fantastic proposal, we printed a front page article in the August, 1959, issue of the club bulletin, highlighting the possibility of this European junket and urging all interested members to contact my office. Response was instantaneous. Within ten days of the announcement all 84 available seats in the airplane were filled, and a waiting list of 55 had been established.

The date of departure had been scheduled for May 9, 1960. Between September 1, 1959, and May 1, 1960, we held four get-togethers of the entire group. In order to insure that everyone followed the proper procedures for departure, a physician, Dr. James K. McShane, Jr., who was one of the first to sign on the trip, vaccinated everyone who did not have a valid Small Pox certificate. The vaccinations were completed during the first two meetings. In addition, a photographer was present at the first two

(Continued on page 55)

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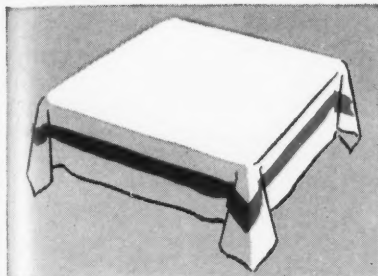
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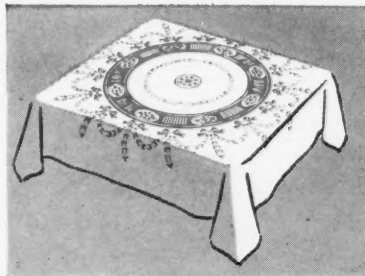
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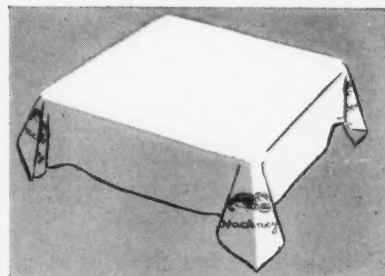
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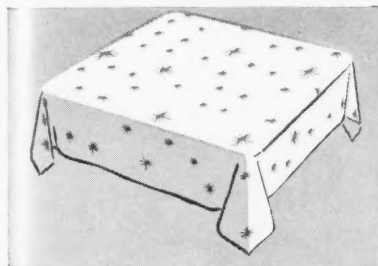
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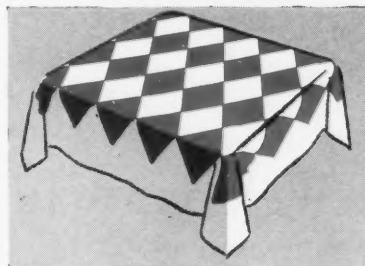
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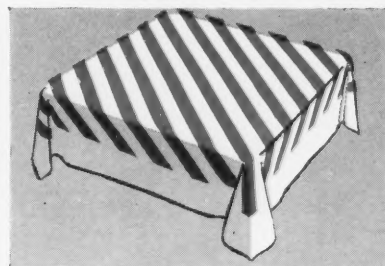
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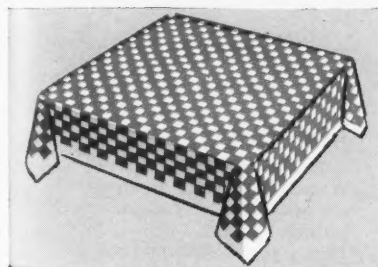
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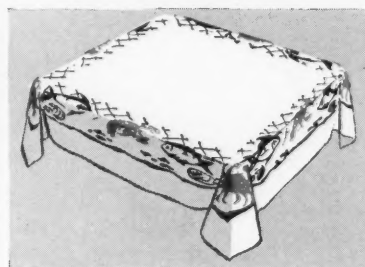
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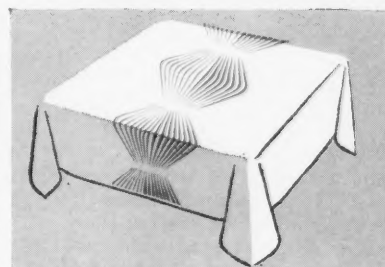
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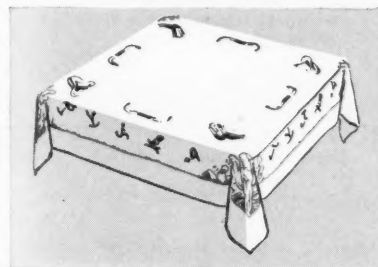
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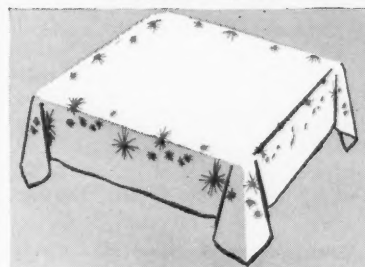
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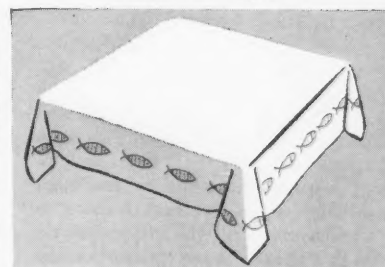
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On to the Denver Conference

Detroit Welcomes Li'l Mac

Not since the days of the "Model T" had Detroit seen such jubilation. It seems the automobile manufacturers were on hand to greet Li'l Mac and Red, the burro, as they stopped through on their way to the CMAA conference to be held January 25-29 in Denver's Hilton Hotel.

The manufacturers were waiting with keys to their top-line convertibles at the square by Old City Hall. The names of Ford, Chrysler, and General Motors didn't impress Red, who strolled off up Woodward Avenue and wandered through Hudson's department store. There, Red's swishing tail scattered counter merchandise. The ensuing commotion excited Red, and his rapid departure through the rear plate glass door was a bit embarrassing to Li'l Mac, who with the officers of the Detroit Chapter made restitution for the damages.

A more relaxing atmosphere prevailed on the yacht excursion with Charlie Bartlett and Ed Renegar. The special sneakers to keep Red from marring the boat deck fit fine, and Li'l Mac was impressed by the river view of the fabulous automobile city. Li'l Mac agrees with Detroit Chapter members that it would make an ideal location for a future conference. Ed Grenard, past president of CMAA, called the mayor of Detroit on the ship-to-shore radio and was distracted by the mermaids swimming by.

The cruise gave Li'l Mac a chance to

*By Laurice T. "Bud" Hall
General Manager
Pinehurst Country Club
Denver, Colorado*

renew old acquaintances with Dick Campbell, Detroit Athletic Club; Dave Ripper, Detroit Club; and Chuck Haynes, Detroit Golf Club.

Next day found Li'l Mac and Red on the Birmingham Country Club golf course. Li'l Mac clipped seven strokes of par. (Two holes were out of play under repair.) Red did condescend to take Bill Wagner for a short spin.

At the dinner Host John Brennan, vice president of CMAA, read the monthly letter from Horace Duncan,

general chairman of the Denver conference:

Dear Li'l Mac:

Progress on our conference plans is excellent. As a matter of fact, we are ahead of the pace you are setting on your trip to Denver. For your information here is a list of the committees appointed for what we are hoping will be the finest conference ever held by CMAA:

General Chairman, Horace G. Duncan, Cherry Hills Country Club, Englewood;

Vice Chairman, Mark Toray,

(Continued on page 54)

Visitors soak up the beauty of Colorado's mountains in Rocky Mountain National Park.



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Sell... the ONLY genuine Milwaukee-brewed beer
enjoyed throughout the world!



OUR BEST AD IS IN THE BOTTLE

Like the beer itself, Miller High Life advertising has long been recognized for its good taste.

This is as it should be, for Miller High Life advertising is designed to reflect the good taste of the product itself.

In one sense of the word, Miller High Life has been using the same "ad" for some 105 years. You won't find this ad in magazines or newspapers, on radio or television... you will find it *whenever, wherever* you give yourself the pleasure of enjoying life with Miller High Life.

Yes, it's literally true that our "best ad is in the bottle." And you write the copy when you taste the special goodness of this fine, genuine Milwaukee beer. Your own good taste tells you that here is a beer of superior quality, of unquestioned excellence... a beer that is especially good because it's brewed with unhurried craftsmanship in the world's finest brewery with the very choicest of ingredients.

If you've read this advertisement, we cordially refer you to our very "best ad"... the pleasure and enjoyment that comes with enjoying a friendly, refreshing glass of Miller High Life... *The Champagne of Bottle Beer.*



THE CHAMPAGNE OF BOTTLE BEER

MILLER BREWING COMPANY • MILWAUKEE, WIS.

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Your Wage Payment System— How to Evaluate and Revise It

*By Professor Harlan M. Perrins
School of Industrial-Labor Relations
Cornell University*

As club managers you may not have given much thought to the mechanism of wage determination and administration. Your practice, as in most small businesses, probably is to hire people at the wages necessary to get them and then to pay them the wages necessary to keep them.

Before going into the mechanics of wage determination, it is interesting to consider several ideas on wages.

(1) We really pay employees for attendance rather than for production. Once employees have decided how much they will work, they settle into regular work patterns.

(2) As a major economic factor of production, wages must be kept under close control in order to show a profit.

(3) Wages are the means of getting "economic man" to move forward. They are his incentive for working, the carrot before the donkey's nose.

To most persons in today's society, income represents a standard of living and status. Status is manifested in many ways, for instance, in the way people are paid. Workmen are paid weekly in cash. Higher level employees usually are paid bi-weekly by check. Trouble results when you attempt to pay high level employees in cash, since they feel their status is being reduced.

In short, in the determination and administration of wages, we are dealing with psychological and sociological influences, as well as with scales and figures.

The first step in wage determination is to define and describe the job in terms of exact tasks, duties and re-

sponsibilities. The second step is to ascertain the relative value of each job to your club and the relationship of one job with another.

Non-Quantitative Systems

Job ranking, a useful device for smaller clubs, provides a basic ranking of difficulties and responsibilities but does not measure the real distance between jobs. Since the job is ranked, not the employee, you may have only six or eight different jobs listed, though you employ 25 or 30 workers.

The "Pair Method" is the most effective and easiest way to compare jobs in small clubs. It is based on the following formula: No. of Pairs = $N(N-1)$

"No. of Pairs" means the number of comparisons needed for ranking all the jobs within the club. "N" represents the number of jobs.

Assume, for the purpose of illustration, that you have eight different jobs in the club. The number of pairs of comparisons to be made would be calculated as follows:

$$\frac{8(8-1)}{2} \text{ or } \frac{56}{2} = 28.$$

Since the formula indicates 28 comparisons must be made, a two-column list of titles is developed and tabulated which compares each job with every other job.

For example:

Bookkeeper ✓ Chef
✓ Chef Dishwasher



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BY Wear-ever

Write advertisers you saw it in CLUB MANAGEMENT: SEPTEMBER, 1960

Controlling Your Club's Wage Payments

Dishwasher	✓ Greens Superintendent
✓ Greens Superintendent	Janitor
Janitor	✓ Maintenance Engineer
✓ Maintenance Engineer	Waiter
✓ Waiter	Yardman
Yardman etc.	✓ Bookkeeper etc.

The next step is to check (as indicated) the job which in each pair is considered the top-level job. By taking one item on the left and matching it against each item on the right, the entire comparison can be made. When this is completed, obviously the highest ranked job will be that which has 28 checks and so on down the line, as remaining jobs fall into rank order by noting the score per job.

Quantitative Systems

Implied but not stated, in the system defined as non-quantitative, were factors intuitively used to measure differences in job values. These factors are the elements common to all the jobs—experience, knowledge and initiative. These exist in all jobs, but in different amounts of each factor. Factor comparison is done by ranking each job with each factor so that a chart similar to the following emerges:

Job	Experience	Knowledge	Initiative
Bookkeeper	3	4	4
Cook	4	2	3
Dishwasher	6	5	6
Greens Superintendent	1	1	1
Maintenance Engineer	2	3	2
Yard Man	5	6	5

Take the existing hourly rates of the six key jobs and distribute the wages between the three factors.

Job	Experience	Knowledge	Initiative	Paid Wage
Greens Superintendent	\$1.40	\$.70	\$1.40	\$3.50
Maintenance Engineer	1.35	.60	1.35	3.30
Cook	1.30	*.55	1.30	3.15
Bookkeeper	1.00	*.60	.90	2.50
Yard Man	.75	.48	.75	1.98
Dishwasher	.60	.20	.20	1.00

The ranking of money should reflect the ranking in the previous step. As will be noted *the bookkeeper and cook are out of line. An adjustment must be made.

Thus the revised scale for these two would read:

Cook	\$1.30	*\$.65	\$1.30	\$3.25
Bookkeeper	1.00	*.55	.90	2.45

The more out of line your present rates are, the more adjustments that will be required.

Point System

The point system develops a scale, taking the three factors and spreading 100 per cent or \$1 among the three reflecting their relative value. For example:

Experience	\$.40
Knowledge	.20
Initiative	.40
	<u>\$1.00</u>

Since jobs differ in the amount of each factor contained therein, a decision must be made as to the levels of each factor existing in the job lineup of a club. These are called degrees of factors and are described by comparative adjectives or specific amounts. The degrees can be set up under each factor in the following way: Under experience—1st degree, 0-3 months; 2nd degree, 6 mos.-1 yr.; 4th degree, more than 1 year. Under knowledge—1st degree, rudimentary; 2nd degree, literate, grammar school; 3rd degree, high or trade school; 4th degree, 2 years college or equivalent. Under initiative—1st degree, follow simple instructions, no initiative; 2nd degree, general instructions, some judgment; 3rd degree, broad instructions, considerable initiative required; 4th degree, general policies only, original thinking a basic requirement.

Develop Yardsticks

Then by taking the original percentage relationship, it is possible to develop a complete set of arithmetic yardsticks. For example:

Factor	1st Degree	2nd Degree	3rd Degree	4th Degree
Experience	40	80	120	160
Knowledge	20	40	60	80
Initiative	40	80	120	160

By analysis of the job content and the amounts of each factor required of each job, the difference between job requirements can be tabulated in points. Thus:

JOB A	Experience to 3rd degree	120
	Knowledge to 3rd degree	60
	Initiative to 3rd degree	120
		<u>300</u>
JOB B	Experience to 2nd degree	80
	Knowledge to 3rd degree	60
	Initiative to 3rd degree	120
		<u>260</u>

In using this system it must be kept in mind that job evaluation is only a system. The end product is no more exact than the estimates and judgment upon which the evaluation was based.

Once you have described and evaluated the jobs in your club, the next step is to set up the rate structure, converting the information into wage dollars.

Rate Structure

Before setting any minimum or maximum rates for a job, you may find it desirable to compare rates with other wages paid in your community and with wages paid in other clubs. In any comparison it is essential that the jobs be completely described and understood. Are the rates quoted you by another club manager the starting wage, the average wage or the maximum wage? Are all factors included such as fringe benefits and hours worked per week so that the comparison is fair?

In making comparisons, the best procedure is to chart the rate structure on graph paper, locating the job classes along the horizontal axis and wage rates along the vertical axis. Then you can enter your club rates along with rates from other clubs and plot a line of "the ideal" from the data you have.

Starting or minimum rates usually are governed by community competitive wage rates. Maximum rates are largely for control. If you can operate without setting maximum rates, you are in fine shape. The ceiling against which you are working, of course, is your own salary as manager.

The first problem is to determine the width of ranges from minimum to maximum. The following factors have to be considered: (1) the type of increase to be used—merit, length of service, or promotion. (2) the amount of increase to be granted—a set sum or a percentage. (3) how often increases are to be granted. Frequent increases require a wide range spread to allow for employees who continue on the job year after year.

The second problem is to determine the difference between the minimums

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and maximums of different job levels. When job levels are ranked closely, there can be a tight overlap in rates without creating dissatisfaction among employees. Most clubs with many workers and many job levels find it best to have a tight overlap with about a ten per cent difference in minimum and a 25 to 30 per cent range for each grade. Cost curves go up sharply when there is no overlap.

When to Increase

It is wise to have some system for determining when increases are to be given. Among the systems used are: (1) automatic progression based on length of employment. (2) controlled progressions based on increases similar to those mentioned in the first instance but with the supervisor deciding when an increase is merited. (3) pure merit given only when the supervisor decides performance merits a higher wage. (4) controlled and merit, a mixture of the second and third system and (5) random, under which no system is followed but increases are given when, if and as the manager decides necessary. Many small organizations follow this practice.

Avoid Favoritism

The reason for setting up a wage-increase system is to achieve control, to know where you are going budget-wise. An arbitrary system smacks of favoritism to many employees, especially when they do not know maximum job rates. Some managers, who use the random system, are successful because of their fairness in distributing additional money obtained from the board of directors for wage increase.

Whatever your system, it is most important that your employees feel you are fair. Fairness convinces them of your ability as a manager.

Communication

What information do you impart to employees and how do you impart it? An employee should know his starting rate, when to expect increases and the basis upon which increases are given.

When giving an employee an increase, first tell him the amount, then tell him why it was less or more than a symbolic increase usually given. Wage communication is a two-way street. To achieve it successfully, you must select the correct time, media, words and emotional appeal to present your explanations. And your explanation must be reasonable to the employee in his terms, not yours. You are cost conscious. But he thinks in terms of what the increase will do for him. ■ ■

Hints on Special Dishes Using Rice with Poultry

Rice is both an inexpensive and versatile food item to use in adding sparkle to poultry dishes. There are a couple of effective dishes which can be used as a special feature on the menu.

One of them is a Rice Fiesta Relish. Contrasts in color of white rice against cranberry red and mincemeat brown make it a festive item for banquet, buffet, or dining room service.

Rice is marinated in a sauterne, giving it a distinguished flavor. Quickly prepared, marinated rice is simply combined with chopped fresh cranberries, ground oranges, mincemeat, nuts and sugar, and is ready to serve.

Another specialty is an Oyster Rice Dressing that adds both eye-appeal to the plate and delicious flavor to an entree. (Most dressings are not noted for good looks—but this one is an exception.)

Fluffy white rice, diced Pascal celery, minced parsley and sauteed oysters blend to give the dressing color and texture interest. It is excellent not only with poultry, but with meats and seafood as well.

Rice is cooked in chicken stock to give the dressing richness. Before baking, the dressing is tossed lightly with a slotted spoon to fluff it and insure separated rice grains in the finished product.

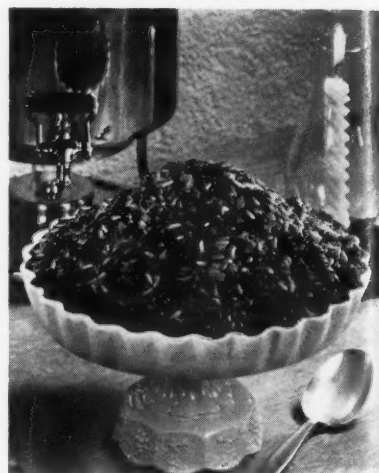
The recipes for the two dishes follow:

Oyster Rice Dressing

(50 servings, one half cup each)

- 3 cups rice, uncooked
- 1½ quarts chicken stock
- 1 tablespoon salt
- ¾ cup onions, chopped
- 2 cups celery, diced
- 2 cloves garlic, minced
- ⅓ cup parsley, minced
- 1 cup butter or margarine
- 3 quarts oysters, well-drained
- 1½ quarts bread cubes, toasted
- 2 tablespoons poultry seasoning
- 1 tablespoon salt
- 1 teaspoon pepper
- 6 eggs, well beaten

- (1). Combine rice, stock and salt in stock pot with tight cover. Bring to a boil; reduce heat. Cover and simmer about 14 minutes.



Rice, marinated in a sauterne and combined with chopped fresh cranberries, ground oranges, mincemeat, nuts and sugar, is used in this Rice Fiesta Relish dish, which makes a festive item for banquet, buffet or dining room service.

- (2). Saute onions, celery, garlic and parsley in butter or margarine until soft. Add oysters and cook until edges just begin to curl. Remove from heat. Combine with bread cubes, seasonings, eggs and rice. Toss lightly with slotted spoon and spread into baking pan. Bake 20 minutes at 450 degrees.

Rice Fiesta Relish

- 1½ cups cooked rice
- ¾ cup sauterne
- 4 cups fresh cranberries, chopped fine
- 2 oranges, quartered and ground fine
- 1 cup sugar
- 1 cup brandy-flavored mincemeat
- 1 cup broken nuts (pecans)

Marinate rice in sauterne for about 3 hours. Chop or grind cranberries and oranges. Add sugar, mincemeat, and nuts. Let stand and chill while rice marinates. Combine cranberry mixture with marinated rice. ■ ■



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WINE Pressings

by Henry O. Barbour

Wine Profits Through Control (Part II)



This example of in-service wine storage is adjacent to a club dining room. Note bin numbers on each pigeon hole, and the numbers on the corks. This special wine waiter is distinguished from other waiters by the epaulettes made of small artificial grapes.

In Storage

Square foot for square foot the bottled goods storeroom encloses the most valuable space in the house, except perhaps the safe.

At one large club, the food storage room and refrigerators contain merchandise with an average value of \$8.34 per square foot, the cellar \$66.67! Therefore all possible safeguards are called for; around Pittsburgh several clubs even have old safe doors, complete with combination and/or time locks, protecting this space.

Certainly there should only be one entrance to the whole area, with any refrigerators, etc., inside this area. The door should be strongly locked, perhaps even with an IBM Record-o-lock that prints the time and the code of the key used to unlock the door on a tape inside a locked box.

Traffic into this space should be kept to a minimum, with nothing of any other department stored therein. Ideally, even the compressors for refrigeration should be outside the area, and the space should have its own wash basin.

Also ideal would be physical con-

tact with all or a majority of the bars, either with small pass-through windows, or a dumb-waiter if the cellar is on a lower level. Such interior contact prevents "evaporation of bottles" in the halls, keeps cases and empties out of guest areas, and speeds up the filling of requisitions. Obviously, these supplemental entrances should be well locked, too. The Record-o-lock can be equipped with remote locks that make locking-up difficult if the other locks are not closed. If the cellarman also orders the wine, a telephone should be available, and, if there are more than two bars, some system of communication with them should be supplied.

Storage Conditions

The storeroom should be cool, with 55°F to 60°F considered the ideal temperature, but *evenness* of temperature day and night, week in and week out, is even more important; 70°F is acceptable, 75° is too warm. The value of the merchandise justifies an expendi-



This example of a cellar shows bins at left which contain white wine bottles on their sides with full cases on floor and overhead. In background is the set of rolling steps. The open shelves on the right have been converted to wine bins by adding a 1 inch by 2 inch strip nailed on its side.

ture for a small air conditioner.

Certainly the space should be dry and fairly well ventilated, which will help keep down mold on labels and corks, and discourage cork borers and roaches. Also proper ventilation would make unnecessary the storage of white and sparkling wines only on the lower

(Continued on page 64)

Service storage for white and sparkling wines is shown in a club dining room. The temperature is maintained at 50°F behind Thermopane doors. Note the simple wine display on the counter, as well as bottles worked into the food display at right. The coffee urn is an authentic Italian Espresso unit. A small sink and coffee warmers are inset in the counter top.





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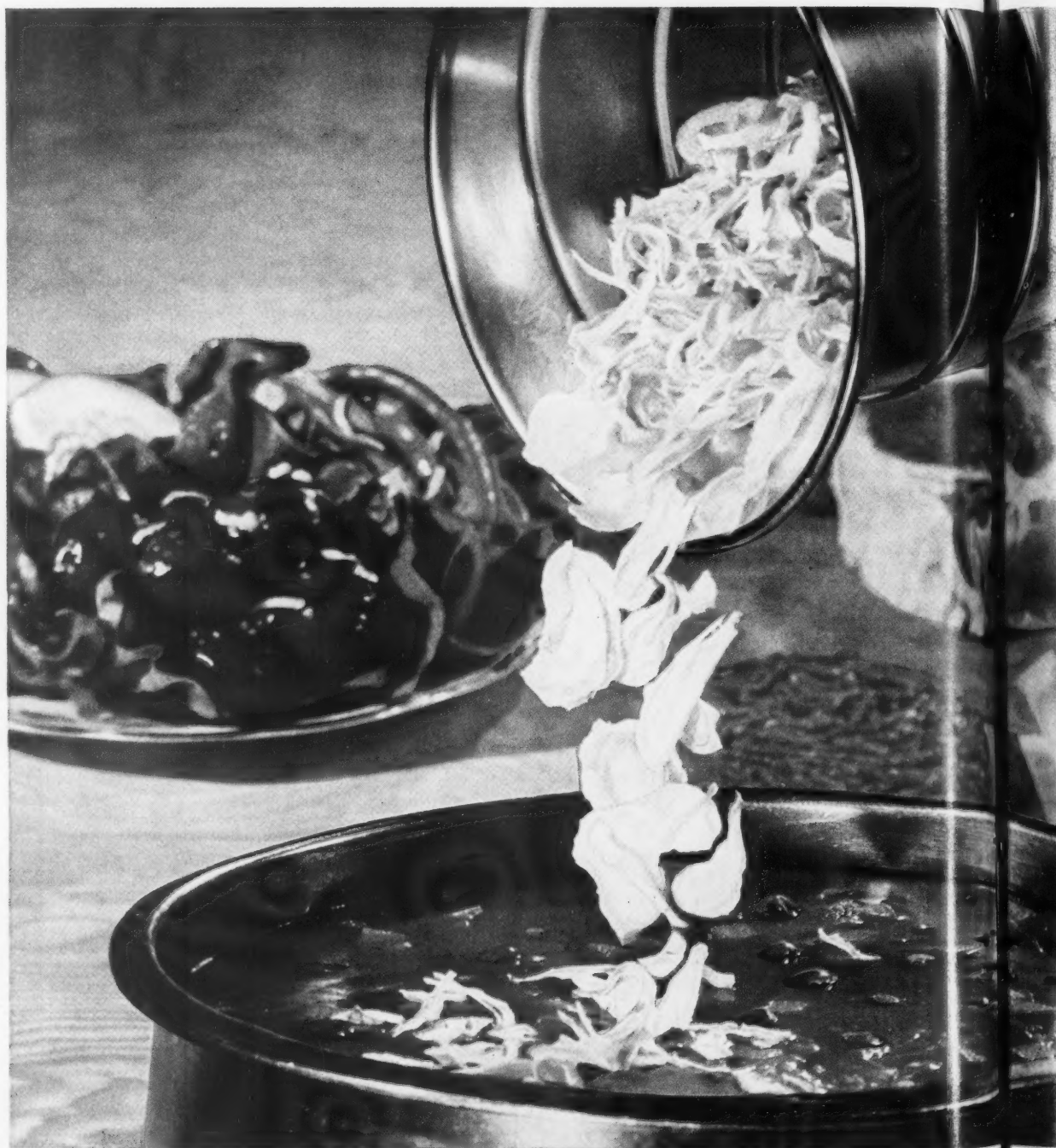
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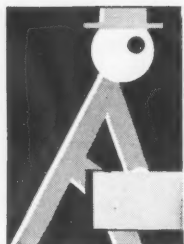
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TRUMPING THE CLUBS

Gregory Masterson, six-year-old son of Peggy and Donald H. Masterson, Ardsley Country Club, Ardsley-on-Hudson, N. Y., died July 26 at Presbyterian Hospital, New York City, of leukemia.

Gregory was the grandson of Harry and Harriet Masterson, University Club of Santa Barbara, Calif.

Interment was at Greenlawn Cemetery, Williamsport, Md., the family home of Mrs. Masterson's parents. The Mastersons have two other children: Karen, 4; and Douglas, 9 months.

★ ★ ★



John Chereka

John Chereka, former manager of Highland Country Club, Pittsburgh, has been appointed manager of the Wildwood Golf Club, Allison, Pa. He was at Highland ten years, before that was assistant manager for three years at South Hills Country Club, Pittsburgh, and was at the Duquesne Club, Pittsburgh, for six years.

Mr. Chereka, who started his career at the Hotel Schenley, Pittsburgh, has attended the Lewis Hotel training course and the International Geneva training school. He is married and has two children.

★ ★ ★

Chester Carlson has been appointed general manager of Fox Hills Country Club, Culver City, Calif., succeeding Marvin Clawson who has retired. Mr. Carlson formerly was in charge of the clubhouse operations. The club has two 18-hole courses.

★ ★ ★

Jack Miranda has been named manager of Westborough Country Club, St. Louis.

Born in London, Mr. Miranda attended Trinity College and began his hotel career with the Savoy group in London at the Claridge Hotel. After serving in the British army as a major, he became manager of the Willowdene Country Club in Johannesburg, South Africa.

In 1957 Mr. Miranda came to the United States and was employed by the Mayfair-Lennox Hotels in St. Louis, where he served in various capacities including those of manager of the Media Club and the Clayton Club, both operated by the Mayfair-Lennox Corp.

★ ★ ★

James Wilson has been named manager of the Bogey Club, St. Louis, succeeding Rene de la Torre. Mr. Wilson formerly was assistant manager of the University Club, St. Louis.

★ ★ ★

J. Norman Young, according to a West Coast report, has been appointed manager of the Glen Acres Golf Club, Seattle. He formerly was catering manager of the Lake Wilderness Lodge Resort, Maple Valley, Wash., and has managed the Civilian Club, Elmendorf Air Force Base, Anchorage, Alaska.

★ ★ ★



Manager **Imrich B. Denes** of the Lakewood Country Club, Westlake, Ohio, is shown here with Mrs. Ben Ward, the wife of the club's entertainment chairman. The occasion was the President's Ball held early this summer when the club honored President and Mrs. K. W. Kirk with a gourmet dinner. Highlight of the event was a cake 11 feet high depicting the golf course and dining room.

CLUB MANAGEMENT: SEPTEMBER, 1960



R. Ruel Dorrough

R. Ruel Dorrough, who became manager of Big Spring (Tex.) Country Club on June 1, writes that his club is a complete new plant and will have the formal opening about the middle of September. Mr. Dorrough, prior to accepting the Big Spring position, was manager of Pine Forest Country Club, Houston, for four years, and before that was at McAllen (Tex.) Country Club for five years.

Mr. Dorrough writes that the new Big Spring plant includes complete clubhouse facilities and a challenging 18-hole golf course. Among the features are a men's grill, mixed grill, dining room, cocktail lounge, main lounge and ladies card room. Scheduled for construction early next spring is a heated swimming pool.

★ ★ ★

Frederic C. Andrews, formerly manager of the Minneapolis Athletic Club, has been named general manager of the club and will continue on in a managerial capacity with an opportunity to devote more time to further improvements in service and facilities.

At the same time the club appointed **Lennox A. Swenson**, former comptroller, as manager of operations and comptroller. Mr. Andrews went to the club as manager in 1943, and Mr. Swenson had held his former position with the club since 1943, also.

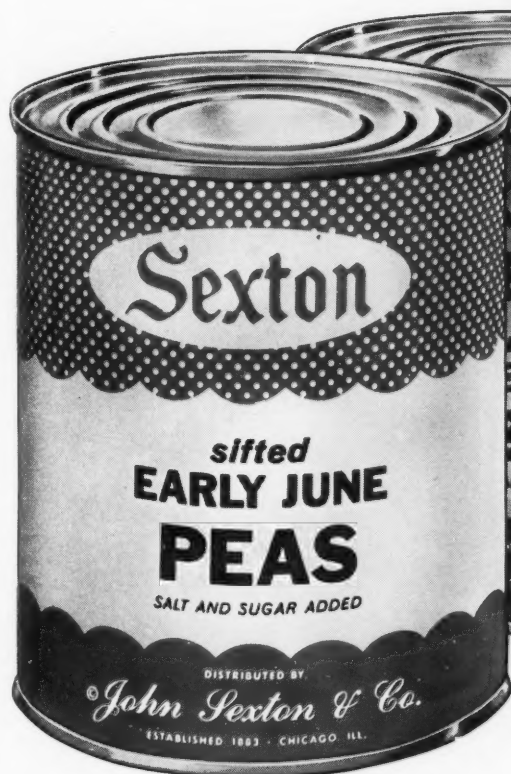
★ ★ ★

Harold S. Osborne, manager of the Columbian Club of Dallas, informs us that his club will build an additional nine holes of golf to give it an 18-hole course and will construct a new 19th Hole cocktail lounge overlooking the 9th and 18th holes, the club's 35-acre lake and swimming pool. Completion of the \$130,000 improvement program is scheduled for the summer of 1961.

★ ★ ★

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Norman R. Nocera

Norman R. Nocera has been appointed manager of Blythefield Country Club, Belmont, Mich., succeeding R. Calvert-Link, whose appointment as manager of the Toledo (Ohio) Yacht Club was announced last month.

Mr. Nocera, who is married and has three children, formerly was manager of the Four Hills Country Club, Albuquerque, N. M., and before that served in various capacities in a number of hotels. He attended Pennsylvania State University where he majored in business administration.

★ ★ ★

Seminole Lake Golf and Country Club will be a new club near St. Petersburg, Fla., according to a report in the St. Petersburg Times. The club is being built in connection with a real estate development of luxury homes, and it will have an 18-hole golf course.

★ ★ ★

Sale of the Forest Hills Golf and Country Club, Tampa, to a group headed by Harry Salter of Miami Beach has been reported by a local paper there.

★ ★ ★

David Hertzson has been named managing director of Jumping Brook Country Club, Neptune, N. J., it has been announced by Herman Perl, chairman of the board. Mr. Hertzson formerly was a commissary research director for the Navy's food and nutrition service, and during the past two years, in addition to his duties as manager of one of northern New Jersey's larger restaurants, he has been an instructor in hotel and restaurant management at Fairleigh Dickinson University.

Mr. Hertzson, who has been in restaurant and club management since 1942, attended New York University and received an M.A. degree at Teachers College, Columbia University.

Ray and Kay Wagman of the Racine (Wis.) Country Club report the remodeling program at their club, begun several years ago, is almost completed.

This past year a new entrance way was built and the parking lot enlarged, both of which add a distinctive look to the club. The dining room and lounge were enlarged and remodeled previously, with large picture windows installed in place of the former narrow venetian type.

Final step of the Racine remodeling program will be the kitchen, which will be enlarged to about double its present size and rearranged to eliminate a present bottle neck.

★ ★ ★

George "Buck" Backus, Meadowbrook Country Club, Racine, Wis., is "sweating out" the final stages of his club's \$275,000 remodeling program. Completion date was supposed to be mid-July, but bad weather this spring held up work.

Dining facilities and the cocktail lounge have been more than doubled with the addition of a new building which takes in the old screened porch. The kitchen has been enlarged, and a new front entrance has been built.

In the basement the new addition made additional locker space available, as well as a ladies' locker room and teen-age room. Also new is a snack bar and men's grill.

★ ★ ★



Patrick Martel

Patrick Martel has been named manager of the Yellowstone Country Club, Billings, Mont. He goes to Yellowstone from Bookcliff Country Club, Grand Junction, Colo., where he was manager since February, 1959.

Mr. Martel's previous experience includes that of manager of Branch River Country Club, Manitowoc, Wis., and catering manager of Hotel Jerome, Aspen, Colo. Mr. Martel, who was born in France and became a U. S. citizen in 1954, was graduated from the University of Denver in 1957 with a B.S. in business administration at the school of hotel and restaurant management. He is married, and the Martels have one daughter.

★ ★ ★

When the lounge of San Francisco's Olympic Club was to be renovated, the architects decided to modernize the room's most interesting and practical feature, a glass skylight which arched above the lounge. They constructed a new skylight of translucent reinforced plastic panels (made from waterwhite Honeycomb Tropical from U.S. Rubber Co.), and suspended it below the existing glass roof. For interesting night effects, spotlights were mounted between the glass and the reinforced plastic ceilings.



CLUB MANAGEMENT: SEPTEMBER, 1960

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Stanley W. Hrovatin

Stanley W. Hrovatin has been named general manager of the Illinois Athletic Club, Chicago, succeeding James T. Bristol who is retiring. Mr. Hrovatin has served as executive assistant manager of the club for the past seven years.

He was graduated from Michigan State University where he majored in the field of hotel and restaurant administration and then studied at Ecole Hôtelière in Lausanne, Switzerland.

★ ★ ★

The City of Philadelphia this summer offered a golf caddie school for boys over 14. More than 650 youngsters attended the on-the-job training course.

★ ★ ★

Richard R. Sanford has been named manager of the Sylvania (Ohio) Country Club. Together with his wife, Esme, he has been operating the club for several months.

The Sanfords formerly were at James River Country Club, Newport News, Va., for five years, and the Greensboro (N. C.) Country Club for seven years. Mr. Sanford is a graduate of Hobart College, a co-founder of the Virginia Chapter and a past president of the Piedmont Chapter.

Mr. and Mrs. Richard R. Sanford



C. Vincent Crump, manager of the Butterfield Country Club near Chicago has sent a report from the Western Golf Association announcing a milestone in the history of the Evans Scholars Foundation—the selection this summer of the 1000th Evans Scholar, Dave "Red" Williams, 17-year-old caddie at Butterfield.

The Evans program is supported by golfers throughout the nation and more than 32,000 contributors donated to the fund last year through the \$5 bag-tag program.

★ ★ ★

Jim Cavaleri has been named manager of the new Northmoor Country Club, near Denver. Mr. Cavaleri, who formerly was owner-operator of a local restaurant, has had 12 years of food service experience. The new lakefront club has complete dining facilities, and an 18-hole golf course is under construction.

★ ★ ★

Donald A. Staples has been appointed manager of the Pottawattomie Country Club, Michigan City, Ind. He formerly was at the Beverly Country Club, Chicago, for 17 years, and more recently at Kankakee (Ill.) Country Club. He is married and has three children.

★ ★ ★

I. "Ike" Koff has been named manager of the Haddonfield (N.J.) Cabana and Country Club, a new club now under construction. For the past several years Mr. Koff has been active in the youth programs at the Camden (N.J.) Jewish Community Center, and has had experience as a coach.

★ ★ ★

Eugene A. M. Vossen has accepted the position of manager of Rockford (Ill.) Country Club. Mr. Vossen has been in the club field for several years.



Leslie B. Smith

Leslie B. Smith has been appointed manager of the new Lenoir (N.C.) Country Club, which he reports was built as a showplace for the furniture industries, with the private rooms furnished in individual motifs.

Mr. Smith formerly was manager of the Sedgfield Country Club, Greensboro, N. C., and was catering manager of the Petroleum Club and Wilton Hotel in Long Beach, Calif. During World War II while in the maritime service he became lieutenant commander in charge of food and housing on troop ships.

★ ★ ★

Organizers of Lake Whitney (Tex.) Country Club, now being created via an unusual concept of club membership—memberships exclusively for company members—have announced four points of progress: (1) start of improvement work on the club site; (2) completion of the architect's initial concept of the club; (3) opening of membership offices in Dallas and Fort Worth; and (4) publication of a 28-page four-color brochure describing the club's plans. General manager of the club is Col. Henry Dutton.

★ ★ ★

Mary Canfield of Willow Brook Country Club, Tyler, Tex., writes about an idea her club is using to good effect. Every Saturday night, Mrs. Canfield reports, the club utilizes what it calls a "Candlelight Lounge"—a small room lighted only by candles. In there a combo plays starting at 11:30. "Everyone sings until they are tired and ready to go home," Mrs. Canfield writes. "This has increased our Saturday night business considerably and even some members who aren't at the club during the early evening on Saturday night drift in in time for the song fest."



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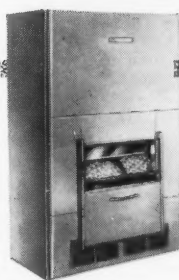
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Daisa Irvin

Fred A. Irvin, general manager of the Peninsula Golf & Country Club, San Mateo, Calif., writes that his daughter, Daisa, has been awarded the Statler Hotel Foundation scholarship for the University of Denver, the top scholarship for the hotel and restaurant management school where she will be a senior this coming season.

After finishing at Denver, Miss Irvin intends to do a year of graduate work at Cornell. During this summer she has been secretary to the catering manager of the Villa Hotel in San Mateo, and

during previous summers has worked at Jackson Lake (Wyo.) Lodge and at the Colburn Hotel in Denver.

★ ★ ★

The Skyriders Club, in connection with the Hilton Inn at El Paso, Tex., has opened this year with Lynn Montjoy, Jr., as manager. Facilities include dining room, bar, pools, shuffleboard, volleyball and two tennis courts.

★ ★ ★

James H. Parker, general manager of the New York Athletic Club, was honored May 26 by the club employees' 25-Year Club and enrolled as an honorary member in that club. The citation read:

"As an expression of gratitude for his part in the founding of our organization; for the excellent morale he has established among personnel; for his unequalled qualities as a leader and his wonderful contribution toward maintaining the New York Athletic Club as a world leader, the 25-Year Club unanimously enrolls James H. Parker as an honorary member." The New York Athletic Club has about 550 employees of which 62 are members of the 25-Year Club.

Mr. and Mrs. Carl J. Engelhardt (he is manager of New York's Yale Club) have returned from a three-week vacation in Europe where they visited Germany, Switzerland, Austria, France and England. The trip was a Christmas present given the Engelhardt's last December by their three children.

★ ★ ★

E. Guenter Skole, who succeeded David Guy as manager of the Cosmos Club, Washington, D. C., early this year, writes that he has been having a busy season and the club has been purchasing new equipment including a Frigidaire ice cube machine.

Chicken in Foil

For members who like their chicken cooked in a little different manner, Julius Wile Sons & Co. contributes this recipe for Italian Chicken in Foil.

- 2 broilers, quartered
- 2 cans chick peas
- ½ cup Escoffier Sauce Robert
- 1 large red onion, minced
- 1 teaspoon McCormick Italian seasoning
- 1 teaspoon salt
- ¼ teaspoon freshly ground black pepper
- 1 tablespoon olive oil
- 1 tablespoon vinegar
- 2 ribs celery with leaves, chopped

Brush chicken pieces with an additional two tablespoons olive oil mixed with an additional two tablespoons Sauce Robert. Brown chicken on both sides about eight inches from glowing coals. Cut eight pieces aluminum foil, each large enough to amply enclose one piece of chicken. Mix remaining ingredients in bowl. Place a portion of mixture on center of each piece of foil. Top with a piece of chicken. Wrap securely in foil. Scatter a few ashes over coals to lessen heat. Bake foil-wrapped chicken and vegetables an additional twenty to thirty minutes, depending on size of chickens.

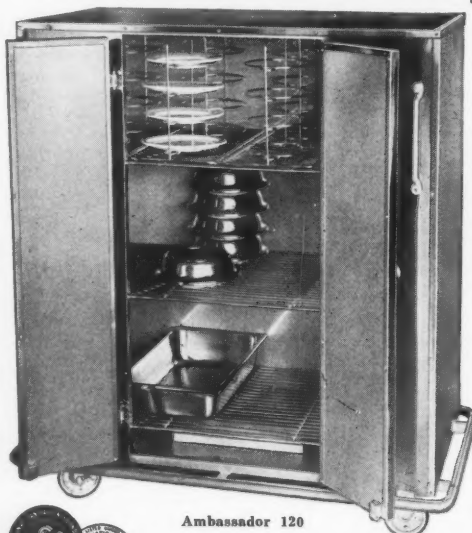
Serve with a Chateau Ste. Roseline.

New Sales Record

Sales topping the \$100 million mark, a new record, were set by Brown-Forman Distillers for the fiscal year ending April 30, it was revealed in the company's annual report.

Net sales of \$101,696,943 topped the previous year by ten per cent, and profits were up 24 per cent to \$4,407,761. Covered in the report are products produced by B-F (Old Forester bourbons, Early Times bourbon and King blended) as well as those produced, imported and marketed by the company's divisions and subsidiaries.

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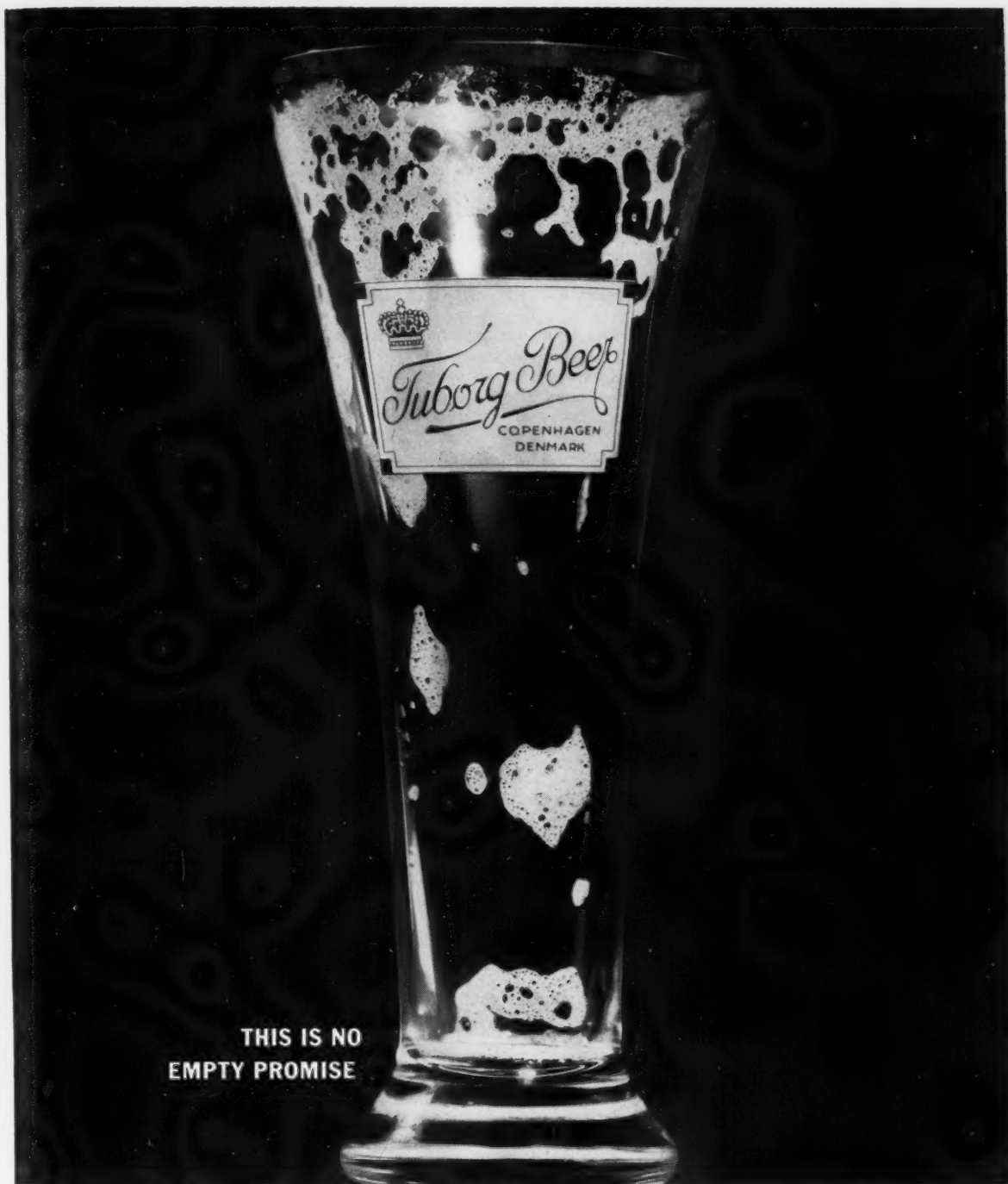
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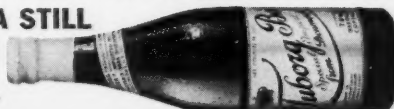
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Bulletin of the CLUB MANAGERS ASSOCIATION OF AMERICA

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Vol. XVI

SEPTEMBER, 1960

No. 6

TO THE MEMBERS OF CMAA:

Six months of our operational year are behind us, and from the semi-annual report prepared by our Executive Secretary Ed Lyon, it appears our association is, in itself, an example of good management and living within its budget.

As managers, all of us know many things can happen before the year closes, but your board of directors is confident that we have a sound fiscal policy and that there is every chance of having a year-end report similar to that produced by the sound operations in the preceding year. It is my feeling that a statistical report is not necessary at this time, but those of you who are interested in the mid-year figures know how to obtain them. They are yours for the asking.

We have been fortunate so far this year in showing an increase of more than four per cent in our active membership over the same date last year. A reflection of growth, progress, and interest in CMAA to be sure, but as Membership Chairman Robert Guynn pointed out in the August bulletin, there is still a large group of club managers who cannot take advantage of the services of CMAA. More members mean more dues and a profitable year-end treasurer's report, but more important, they mean a stronger organization which can do more and more for the best interests of your club and you as its manager.

Early registration and interest shown in summer workshops has been most encouraging to your C.M.I. committee and your board. By the time you read this, the series will be underway. It is never too late to learn, so re-check the schedule, organize your work load and take time out for worth-while educational program. Here, too, is another opportunity to meet with fellow club managers who seldom have the chance to attend a national conference.

Speaking of conferences, don't forget Denver in '61. The dates are January 25-29. It has been my experience to find each conference an improvement over its predecessors and this one promises to do the same. So, see you in Denver.

John W. Bennett
Secretary-Treasurer



Iowa Tall Corn

E. J. Ehmann, Wakonda, Club, Des Moines, was elected president of the chapter at the July 18 meeting held at Elmhurst Country Club, Cedar Rapids. Serving with Mr. Ehmann will be Warner E. Wood, Embassy Club, Des Moines, as secretary-treasurer.

The first honorary membership of the chapter was given to Frank Dowie, Sr., at the meeting. This distinction was awarded to Mr. Dowie for his many contributions in the field of club management. He had been associated with the Des Moines Club for 48 years

until his retirement at the first of January this year and for a number of years was president of the chapter as well as president of the Twenty-Five Year Club. He has gained for himself the respect, love and devotion of all who knew him through his efforts to help fellow club managers.

Mid-America

Reported by Berry Haug

Members are invited to a regional meeting September 18-19 in Kansas City to meet CMAA President Kenneth Meisnest.

The schedule of events for the two-day meeting follows: September 18—registration, Bellerive Hotel, 11 a.m.; refreshments and buffet luncheon, Oak Room of the hotel, 2 p.m.; golf in the afternoon at Oakwood Country Club with Bob Benish as host, or swimming at Rockhill Tennis Club with Bill Dover

as host; open house, University Club, 4 p.m.; buffet dinner and dance at the club with John K. Uren as host, 7 p.m. **September 19**—continental breakfast, Oakwood Country Club, 9 a.m.; general meeting and introduction of Mr. Meisnest, 9:30 a.m.; guest speech on subjects of importance for club management; luncheon, noon; and round table discussions 1:30-3:30 p.m.

Schedule for the ladies September 19—breakfast, Antique Garden, 9 a.m.; visit to Truman Library, 10:30 a.m.; luncheon, 12:30 p.m.; tour of Hallmark Cards, Inc., 2:30 p.m.

The clubs of the Kansas City area extended a welcome to anyone arriving early.

O-K

*Reported by Lynn W. Markham,
Secretary*

A special seminar highlighted the June 26-27 meeting of the chapter with the Oklahoma City managers as hosts.

To start the festivities a get-acquainted reception was held in the Skirvin Hotel's Monterey Room with a delicious luncheon afterward in the hotel's Crystal Room. In the evening Lynn Markham was host for a Gay 90's party at his Petroleum Club, complete with derbies and old-fashioned bonnets and complimentary gifts from R. C. Adams & Co., St. Louis.

On the 27th, Paul Johnson was host at the Oklahoma City Golf and Country Club, for a tasty morning pick-up of coffee and rolls before the business meeting.

Berry Haug extended an invitation to the chapter to attend the regional meeting scheduled for September 18-19 in Kansas City.

Jerry Marlatt, Flossmoor (Ill.) Country Club, was keynote speaker presenting an educational film and data concerning a waitress seminar (subject of an article on page 32 in the May issue of CLUB MANAGEMENT). President Earl Kauffman presented a plaque to Mr. Marlatt who was one of the organizers and first president of the chapter.

After the business meeting a buffet luncheon was served with a blue ice carving centerpiece. This event brought the worthwhile two-day session to a close.

Chicago

Forty-four Chicago area clubs were represented at the July 11 managers-presidents day held by the Chicago District Chapter at Park Ridge Country Club with Manager Hylbert Hams, President Norm Olsen and club directors as hosts. In addition, representatives from Indiana, Michigan, Wisconsin and Arizona were on hand for a day of golf, fun and prizes.

Guests for the day were John Brennan, vice president of the CMAA and manager of Birmingham (Mich.) Country Club; James Royer, president, Western Golf Association; and Wesley H. Clark, editor, CLUB MANAGEMENT. Winner of his choice of a beautiful



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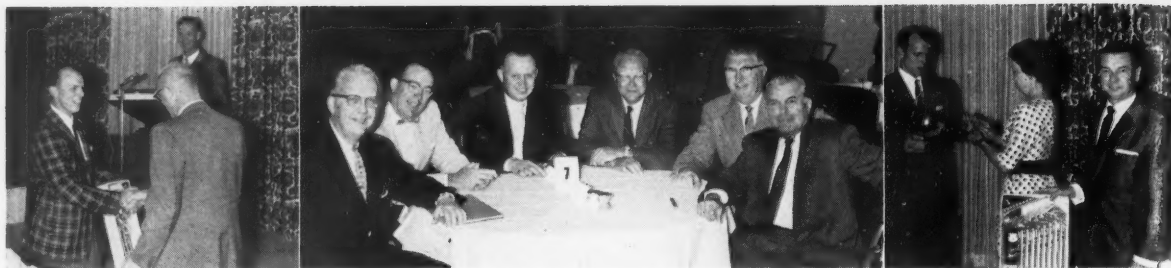
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Left: Park Ridge Assistant Pro John Frillman congratulates Robert Broms, Skokie Country Club, for winning managers' blind bogey, while Pro Ken Weiler beams approval. Center: Hylbert Hams, manager of Park Ridge; Frank Campbell, president, Riverside Country Club; Tony Wayne, manager of Riverside and president of the Chicago Chapter; Norm Olsen, president, Park Ridge; John Brennan, CMAA vice president and manager of Birmingham (Mich.) Country Club; and Edward McFall, guest speaker. Right: Assistant

Pro Frillman is handed another lucky winning ticket by Miss Agnes Toner, Engineers Club; while President James L. Dow, Lake Shore Club, displays golf clubs he won in raffle. Manager Hams and his staff, including Pro Ken Weiler and Assistant Pros John Frillman and Bob Kletcke, did an outstanding job of organizing the day and making sure that the 80 golfers and 140 present for dinner had an excellent time and were well wined and dined.

silver piece in the presidents' low net was W. H. Lichty, director of Park Ridge, with 80-12 net 68. Other winners were Dr. K. Knode, South Bend Country Club, 75-5-70; W. Pailey, Rolling Green Country Club, 82-12-70; R. O. Westerberg, Park Ridge, 82-11-71; E. A. Haffner, Midlothian Country Club, 76-5-71; and Wesley H. Clark, CLUB MANAGEMENT, 78-6-72. In the presidents blind bogey E. E. Koretz, Northmoor Country Club, won a golf bag; P. Hatcher, Morris Country Club, won golf shoes; and Mr. Pailey, Rolling Green, won a dozen golf balls. James L. Dow, Lake Shore Club, won a set of Golfcraft irons in the presidents' raffle.

Robert Broms, Skokie Country Club, was winner of the managers' blind bogey—a set of Golfcraft woods. Jack O'Neil, Edgewood Valley Country Club, was recognized as the most honest golfer of the day.

Following an excellent dinner CMAA Vice President Brennan gave a brief

talk explaining the objectives of the CMAA summer workshops and urged the presidents to send their managers to the September 12-14 meeting at Michigan State University in East Lansing, Mich.

This year's meeting included for the first time an educational program, with Edward McFall, personnel management expert, as guest speaker. During his talk, "How to Keep Good Mental Health," he emphasized the importance of outside recreation for relaxation. He urged everyone to "have a few close friends to whom you can tell your dreams."

Connecticut

*Reported by Grant M. Ruse,
Secretary*

Members of the chapter enjoyed a social gathering June 27 at Tumble Brook Country Club, West Hartford, with Morton Mestel as host-manager. The many activities of the day were climaxed by a superb buffet dinner and dancing in the evening. Thanks were extended to Mr. and Mrs. Mestel and their club officers for the event.

National Capital

*Reported by Raymond J. Kyber,
Secretary*

The annual family outing of the chapter was held July 18 at Roy and Ray Shield's Annapolis (Md.) Country Club.

The weather was "made to order" for golf, swimming and relaxing. The Shields served the finest in hard shell crabs and beer in the afternoon and charcoal broiled steaks with all the trimmings in the evening. Members extended thanks to them for their wonderful hospitality.

Evergreen

On July 25 members, wives and guests set sail from the Seattle Yacht Club on a two-hour cruise to Kiana Lodge overlooknig Agate Pass, with Joe Bowen at the helm. An authentic potlatch salmon barbecue was a highlight of the day's activities.

Illini

*Reported by Betty Long,
Secretary*

Mr. and Mrs. Tom Pearson entertained the chapter for golf, cocktails and a delicious dinner July 25 at Mt. Hawley Country Club, Peoria.

Bob Guynn, director of CMAA, acted as president in the absence of Bill Gibbons. Charles Campbell, Creve Coeur Club, Peoria, was elected to membership (transfer from Badger State Chapter).

There was a round table discussion on "Extra Help, Gratuity and Service Charge on Food and Beverage".

San Francisco Bay Area

*Reported by Joseph E. Castillo,
Secretary*

Edward Michael, manager of the World Trade Club, San Francisco, was host to some 35 members of the chapter at a meeting held July 19.

Buck Bertillion, connoisseur of fine food and wines, was guest speaker for the evening with service, food and wines of the world as his subject. Hors d'oeuvres and cocktails preceded



Mr. Smith, owner of the Mark Hopkins Hotel, San Francisco, at left, presents Faxon Bishop, Olympic City Club, in the same city, a plaque in honor of Mr. Bishop's recent reelection as president of the Stewards and Caterers Association. Mr. Bishop has been active in the club and hotel field since 1947, and previous to his present position was a quartermaster officer in the U.S. Army. He is a member of San Francisco and Bay Area Chapter and of Bonifaces International, Northern California Chapter.

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a gourmet delight dinner. President Erich Kruger expressed the chapter's thanks to our genial host.

Central Pennsylvania

*Reported by Conradin Medina,
Secretary*

Daniel Layman, immediate past president of CMAA and manager of The Union League, Philadelphia, was featured at the fourth annual tri-chapter meeting with Philadelphia and Vicinity and Pittsburgh chapters July 24-25 at the Hotel Hershey.

Mr. Layman spoke on the importance of holding regular monthly meetings,

exchanging useful information, pursuing the code of ethics and taking advantage of the many short courses and workshops set up by Club Management Institute. He also reported on the developments for the Denver conference in January of next year. At the end of his speech, Mr. Layman presented to Nicholas Melle, president of Pittsburgh Chapter, a plaque.

Floyd Spate was named to plan details of the golf tournament for next year's meeting, which will be held at the same place.

In the morning and afternoon of both days members and their wives enjoyed golf on the championship course. On the 24th Barclay Ltd. through McGill

Associates of Philadelphia entertained at cocktails.

Eighty-three attended the dinner-dance on the 25th, with before-dinner cocktails served on the terrace of the hotel's Castilian Room.

Santa Barbara

(Newly-formed 51st chapter)

Harry Masterson, University Club of Santa Barbara, Calif., was elected president of the newest chapter of CMAA, formed from the northwest corner of Southern California Chapter and covering the geographic area of San Luis Obispo and Santa Barbara counties.

Other officers are: Joseph Schneider, Valley Club of Montecito, vice president; and Richard Hecker, Santa Barbara Club, secretary. Other charter members are: Francis Boyd, LaCumbre Golf and Country Club; Blake Cauvet, Santa Maria Country Club; Palmira Sargent, Little Town Club; and Roy C. Smith, Montecito Country Club.

Ten years ago President Masterson was a charter member and first president of Central New York Chapter.

New Jersey

The 13th annual golf tournament and regional meeting was held July 11 at Ridgewood Country Club with John F. Duffy as host. Guests of honor and speakers at the meeting were John T. Brennan, vice president of CMAA and manager of Birmingham (Mich.) Country Club, and Richard N. Amundsen, president of the host club.

Chapters participating were New York City, Connecticut, Philadelphia and Metropolitan.

St. Louis District

By Ray Kayser, Secretary

Three new members were elected by the St. Louis District Chapter at the July 21 meeting held at Norwood Hills Country Club with Manager Paul Lampe as host.

Jack Miranda, newly-appointed Westborough Country Club manager; James Wilson, who is now manager of the Bogey Club; and Thomas Schneider, assistant manager at Norwood Hills, are the new members elected. Other items of business included a general discussion about club problems, with special emphasis on tax matters.

A social hour preceded a delicious dinner, with the remainder of the evening devoted to informal discussion and shop talk.

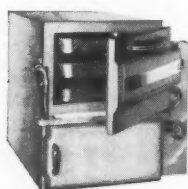
Texas Lone Star

*Reported by Walter M. Clist, Jr.,
Secretary*

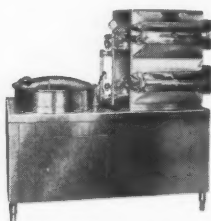
The fall meeting is scheduled for September 18-23 in Houston, includ-



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ing a regional gathering and a CMI short course.

The Harvey Manns and the Harry Seides were hosts for the annual Houston club managers family outing July 11, which was enjoyed thoroughly by all those attending.

The Houston International Trade & Travel Fair with its first annual culinary exhibition will be held September 9-11 at The Shamrock Hilton. Several members of the chapter are active in the exhibition which is open to all food service managers. Entry blanks and contest rules may be obtained from Walter Clist, c/o Houston International Trade & Travel Fair, Room 333, Shamrock Hilton Hotel, Houston 25. Henry O. Barbour is chairman of the international culinary committee.

Piedmont

*Reported by Ray F. Garrett,
Secretary*

The third meeting of the year was held July 24-25 in Greenboro, N. C., with Bessie and Van Mowery as hosts.

On the evening of the 24th members gathered at the Plantation Supper Club for cocktails and a buffet supper with dancing and entertainment afterward. The next morning a continental breakfast was served at Mr. Mowery's Jefferson Standard Country Club, followed by the business meeting and a delight-

ful luncheon.

The following were elected to membership: Harvel William Green, Hope Valley Country Club, Durham, N. C.; Andelia B. Matthews, Greenville (S. C.) Country Club; Curtis Wilbur Evans, Poinsett Club, Greenville; Major M. A. Pinon, Jr., Donaldson Air Force Base, Greenville; and Olin Davis, Dune's Club, Myrtle Beach, S. C. (reinstatement). President Reginald Lamb called attention to the fact that the chapter is in the number one spot in the national CMAA membership drive.

After a delicious luncheon served on the club porch, Mr. Robinson of the Jefferson Standard Life Insurance Co. spoke briefly on the difference between a company owned and a privately owned club. There was short film on wine service.

The chapter thanks the Mowerys for an enjoyable and unusual meeting.

Peninsular

*Reported by Alfred Schiff,
Secretary*

Forty-three members and guests enjoyed an afternoon of golf and swimming and dinner in the evening before the meeting held July 27 at the Cascade Hills Country Club, Grand Rapids, Mich.

The chapter elected George Sholler, Flint (Mich.) Golf Club, and Stephen

Sajtar, Red Run Golf Club, Royal Oak, Mich., to membership.

The Chicago-Detroit meeting will be held September 26. Lowell Hecht extended an invitation for the next meeting to be held September 19 at Spring Lake (Mich.) Country Club and this was accepted.

Southern California

*Reported by Frank T. Sherwood,
Secretary*

George Murphy was host for the July 26 meeting at the South Hills Country Club, West Covina, Calif. Swimming and golf in the afternoon was followed by refreshments, hors d'oeuvres and a delightful gourmet dinner.

Vice President Henri Tubach conducted the business meeting in the absence of President Emil Lepp, who was visiting the San Diego Chapter to attend to it a personal invitation to attend the summer workshop to be held at the Los Angeles Athletic Club September 28-30.

Among those at the meeting was Oscar Yeager president of South Hills. Visitors included Stan Gorinac, Mesa Verde Country Club, Costa Mesa; Clarence McIntosh, Hesperia Country Club; Les Willard, Apple Valley Country Club; Vernon Bleise; and Bob Jaeger, Niles, Mich.

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- ☐ Interested in FREE evening of Travel Films.
☐ Group Travel Plans

Name _____ Title _____

Club name _____

Address _____ City _____

Denver Conference

(Continued from page 28)

Town Club;
Treasurer, Gary Stay, 26 Club;
Secretary, L. T. "Bud" Hall, Pinehurst Country Club;
Advertising, R. E. Williams, Air Defense Command, Colorado Springs;
Competitions, Mark Toray, Town Club;
Entertainment, Finn Petersen, Petroleum Club;
Food, Byron Aris, Lakewood Country Club;
Hospitality, Gene Marshall, Garden of the Gods Country Club,

Colorado Springs;
Registration, Howard Melman, Denver Country Club;
Reservations, Frank Case, Denver Club;
Program, J. Melvin Conway, Denver Athletic Club;
Transportation, Clayton Pruner, Valley Country Club;
Publicity, L. T. "Bud" Hall, Pinehurst Country Club;
Coordinating Chairman, Arch Dillman, University Club;
Ladies' Committee, Claribel Conway, Mary Alice Duncan, Irene Petersen;
Advisory Committee, Howard Mehlman, Melvin Conway,

Frank Case, Mark Toray, Finn Petersen.

Frank Case reports that his reservation committee already is receiving requests, and he has assured us that all requests will be handled "satisfaction guaranteed." Complete details on reservations will be forthcoming. Any questions at this time should be directed to Mr. Case.

Arch Dillman, chairman of coordinating the ladies activities, reports fine progress on some outstanding events to honor our CMAA ladies.

An exceptional day is in the making on Wednesday of conference week. Don't miss this opportunity for a special mountain jaunt and a memorable entertainment activity at the fabulous new Pinehurst Country Club on the return trip.

In closing, here is the letter from Gerald Marlatt concerning your next stop in Chicago.

Sincerely,
 Horace Duncan
 General Chairman
 1961 Denver Conference

Dear Mile High Chapter:

As convention transportation chairman of the Greater Chicago District Club Managers Association, and after conferring with Tony Wayne, president of our chapter, I would like to extend the following:

BE IT KNOWN by all ye present that the Greater Chicago Club Managers Association hereby does extend to Li'l Mac an official invitation to attend the Annual Corned Beef and Cabbage Party on October 10 at River Forest Country Club, Elmhurst, Illinois.

Since he will be passing through our city on or about October 1, we hope he will stay for a few days to see the sights. We have a brand, spanking new Convention and Exposition Hall going up on the shores of Lake Michigan, which would make an excellent spot for a future CMAA conference. We also would like for him to see the many fine city and country clubs which abound in our area. As the "bread basket" of the world our meat packing, grain, and food processing plants supply items for tables throughout the world.

With our many fine race and trotting tracks in the Chicago area we are sure we can find excellent accommodations for Red.

Li'l Mac, you are cordially invited to bring with you to our Fall Clambake any of your other friends who might be members of the Mile High Chapter.

G. V. Marlatt
 Convention Transportation
 Chairman
 Greater Chicago Club
 Managers Association



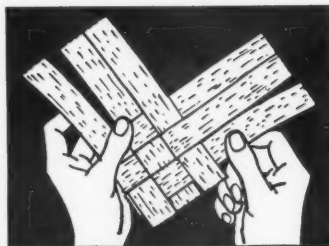
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WEAWEWOOD® INC.

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To Europe and Back

(Continued from page 25)

meetings to take passport photos.

Also included during these meetings was the presentation of pictures of the countries to be visited, talks by representatives of the consulates of these countries, and question and answer sessions with the agents of B.O.A.C. and Travel, Inc., covering all phases of the trip.

Naturally, from September until January there were some dropouts. We had required a \$100 per person deposit for a reservation on the trip. This was refunded if a person dropped off our list prior to January 1, 1960. At that date it was necessary to have paid the club 50 per cent of the total fare, and from that date on, no refunds were made unless we could replace the individual from the waiting list. On April 15, approximately six weeks before the departure date, each person had to pay the entire fare or be dropped from the list, without refund. As of April 15, our original 84 seats still were filled, and there were some members on the waiting list. Arrangements were made for these persons to secure their own transportation to and from Europe, but they were given the benefit of the tour price for the land portion of the trip.

Incidentally, travel agencies grant one free fare (on ground portion) for each 15 members. We were entitled to 5½ free land tours. The cost of 2½ seats was subtracted from the original travel agency quotation, to inure to the benefit of the participating members, bringing per person cost down to the \$390 previously mentioned. We used the other three fares as a cushion to provide for materials distributed to each person at the pre-tour get-together, such as: adapter plugs, small water heater (for instant coffee), credit card holders, small travelling clothes lines, etc. The remaining funds were to cover any emergency expenses which might develop during the trip.

During the months before departure a priority list was established for those persons desiring bathroom accommodations. This was necessary because of the shortage of bathroom facilities in European hotels. We handled this as an optional extra at the rate of \$44 per person strictly according to priority, as in some hotels there simply were not enough private bathrooms to accommodate everyone.

Before "take-off" time it also was necessary to prepare seating lists for the busses to be used on the continent and for boarding our chartered plane. In this way we tried to group together individuals who had expressed the desire to be with certain other members.

When departure day arrived May 9, our 84 members left Miami, to meet in London nine others who had gone over earlier by ship and plane.

The tour through England and the continent was thoroughly successful from my viewpoint and that of all members. I was fortunate enough to accompany the group. The only disturbance on the entire trip was a virus attack that at one time or another hit 80 of our 93 persons.

The club realized a small profit from the emergency cushion that remained.

Discussion already can be heard around the club: "Well, where are we going next year?" ■ ■

Establishes Fund

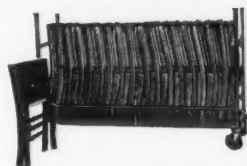
Great Western Producers, Inc., celebrating its 100th year as leading producer of champagne, has established a student loan fund at the school of hotel administration, Cornell University.

Marne Obermaier, president of Great Western and alumnus of the school, said the fund was established as a tribute to the school's outstanding service in training personnel for the club, hotel, wine and liquor industries.

Plan Now to Attend
CMAA Conference in Denver



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Another exciting design from Rastetter ... the model 545 wood chair that folds! Luxurious, stylish, economical Rastetter Chairs are available in 23 models ... a variety of striking finishes and smart leatherettes. Ideal wherever comfortable, durable chairs are needed; and they fold and stack for compact storage.

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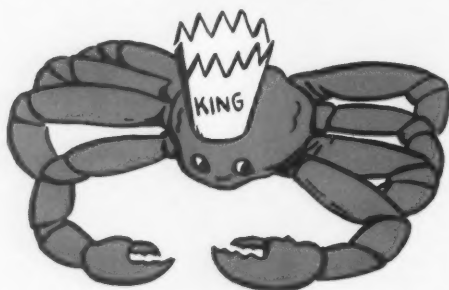
LOUIS RASTETTER & SONS COMPANY, 1320 WALL STREET, FORT WAYNE, INDIANA

NAME

TITLE

Write advertisers you saw it in CLUB MANAGEMENT: SEPTEMBER, 1960

the
"KING"
is playing
hard to get!



WAKEFIELD'S Frozen Giant ALASKA KING CRAB

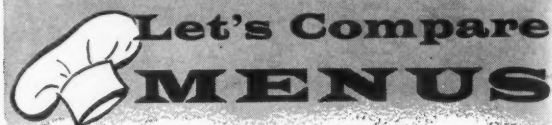
... a delicious creature to eat, but a wily one to catch — they aren't always where you're looking. Add to this a growing demand, and you get a temporary shortage. But Wakefield's facilities for catching the big Crab have been greatly expanded, and the supply situation is expected to improve. So keep a warm spot in your heart (and on your menus) for this popular, profitable, seafood.



FREE: JAMES BEARD RECIPES using Wakefield's King Crab Meat and Legs. Instructions streamlined for efficient use by chefs, printed on 5½" x 3½" cards. In packet for handy filing. 19 recipes. Write:

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Dept. C-90



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The First Cold Nibble

Imported Holland Herring en Sour Cream70
Frosted Fruit Cup Supreme70
Stuffed Celery and Olives70
Pate de Foie Gras75
Shrimp Cocktail, Red or Remoulade Sauce90
Hot Shrimp, New Orleans	1.00
Lump Crabmeat, Supreme	1.00
Chinese Egg Roll, Sweet and Sour Sauce	1.00

Hot and Cold Soups

Cream of Mushroom40
Consomme Royal45
Puree of Split Pea45
Onion Soup Au Parmesan with Croutons50
Cold Vichyssoise50
Jellied Madrilene50
Southern Seafood Gumbo with Rice-Cup50
Bowl	1.00

Salads

Crisp Lettuce Wedge and Tomato60
Chef's Green Garden Salad60
Princess Salad, Crisp Lettuce, Tomato Wedges65
and Asparagus Spears65
Fresh Fruit or Frozen Fresh Fruit Salad,75
Creamy Dressing75
Lakewood Caesar	1.50
(Crisp Romaine, Parmesan Cheese, Anchovies,	
Garlic Croutons marinated with our Special Dressing)	

Summer Salad Treats

Hearts of Palm on Chilled Crisp Lettuce Bed	1.50
with Vinegarette Dressing	1.50
Fresh Fruit Plate with Cottage Cheese or Sherbert	1.50
Plantation Salad Bowl, Tossed Greens with	2.00
Julienne of Ham, Turkey, Bacon and Cheese	2.00
(Served with French or 1000 Island Dressing	
Roquefort, 25c Extra)	
Chilled Shrimp or Chicken Salad Plates, Garni	2.50
Marina Salad Bowl, Tossed Greens, Shrimp, Crabmeat,	2.50
Anchovies served with Sour Cream Dressing	2.50

Port and Starboard Sandwiches

The Western . . . Tidbits of Ham, Eggs, Green Peppers	1.00
and Chives	1.00
The Dolphin . . . Sardines on Rye, Sliced Tomatoes	1.40
with Onion Rings, Garni	1.40
The Porpoise . . . Tuna Fish Salad on Lettuce, Sliced	1.40
Tomatoes, Relishes with Lakewood Dressing	1.50
Lakewood Club . . . Triple Decker	1.50
The Seaside . . . Sliced Chicken and Ham on Toasted	1.50
Whole Wheat	1.50
(Open faced served with Russian Dressing)	
The Flying Fish . . . Chicken, Ham and	1.50
Sliced Tomatoes on Toast, Topped with Cheese	1.50
and Broiled	1.50

The Boulevard . . . Grilled Salisbury Steak served open with Grilled Onions and French Fries	1.75
The Monte Cristo . . . Ham and Turkey (French Fried) served with Guava Jelly	2.00
The Sunbeam . . . Sliced Chicken, Swiss Cheese and Ham served with Potato Salad, Tomato, Garni	2.50
Grilled Cheese65
Hamburger75
Bacon, Lettuce and Tomato85
Cold Baked Ham90
Cheeseburger90
Sliced Chicken	1.25

The Catch

Fried Extra Select Oysters (In Season)	2.50
Fresh Gulf Trout, Almondine	2.75
Broiled Red Snapper Steak, Hoteliere	2.85
Fried Fan Tail Shrimp, Hawaiian	2.85
Frog Legs Sauteed, Provencale	3.00
Broiled Stuffed Flounder, Neptune	3.00
White Crabmeat Au Gratin en Casserole	3.00
Charcoal Broiled Fresh Gulf Shrimp, Garlic Butter	3.00
Stuffed Jumbo Shrimp, a la Lakewood Specialty	3.25
Broiled Lobster Tail, Coral	4.50

(The above is served with our Special Salad, Baked Potato, Hot Rolls and Beverage)

From The Broiler

Chopped Sirloin with Mushroom Sauce	2.50
Broiled or Southern Fried Spring Chicken (½)	2.50
Calf Liver Sauteed, Choice of Bacon or Smothered Onions	3.00
Lean Center Cut Pork Chops (thick), Apple Sauce	3.75
Prime Club Steak, Beurre Noir Sauce	3.75
Minute Prime Sirloin Steak	4.00
Double French Lamb Chops, Garlic Butter and Mint Jelly	4.00
Prime Filet Mignon Steak, Mushroom Cap and Onion Rings	4.50
Prime Ribeye Steak, Mushroom Cap and Onion Rings	5.00
Prime Sirloin Steak, Mushroom Cap and Onion Rings	5.00
Chateaubriand Bouquetiere, for (2)	10.00
Planked Prime Double Sirloin, for (2)	11.00

(The above items served with Lakewood Salad, Baked Idaho Potato with Sour Cream, Bacon and Chives, Assorted Hot Rolls and choice of Coffee, Tea or Milk)

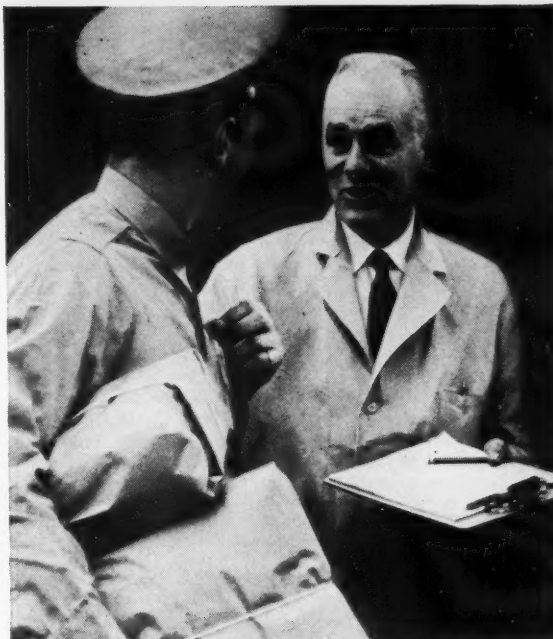
The Easter Parade

Welsh Rarebit	1.50
Shirred Eggs with Chicken Livers, French Fries	1.75
Poached Eggs a la Benedict	1.75
Omelete, any style with French Fries	1.75
Poached Eggs with Crisp Bacon en Casserole, Viennese Style	1.75
Eggs, any style with Horse Shoe Cut of Ham, French Fries	1.90

(The above served with toast or hot biscuits)

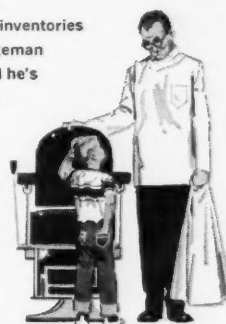
International Cuisiene

Veal Scallipini a la Marsala with Spiced Fruit	2.25
Spaghetti and Meat Balls, Italian Style	2.25
Chicken Cacciatore with Noodles	2.50
Breast of Chicken a la King on Melba Toast	2.50
Broiled Rolled Beef Sirloin, Spitini with Spaghetti	2.75
Pan Fried Sugar Cured Ham Steak with Red Eye Gravy	2.85



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NEW—Completely automatic lock on pedestals and legs. "Snaps" them rigidly in place, or folded flat. New pedestal and frame construction.

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MAIL THIS SPECIAL COUPON TODAY!

Please send the new 1961 Monroe FOLD-KING Catalog—prices, discounts, terms.

Name of church, organization _____

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Address _____

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THE MONROE COMPANY 79 Church St. COLFAX, IOWA

Chicken Livers Caruso with Spaghetti and Mushrooms	2.85
Noisettes of Spring Lamb sauteed, Garni	3.50
Noisettes of Beef Tenderloin sauteed in chafing dish	3.75
(The above entrees served with our Special Salad, Rolls and Butter and Beverage)	

Oriental Cuisiene

Chicken Broth with Rice and Cheese Toast Squares75
Cantonese Fried Rice (Pork and Mushrooms)	1.00
Shrimp and Egg Foo Yong with Mushroom Sauce	2.25
Chicken Chop Suey or Chow Mein	2.50
Oriental Pepper Steak with Steamed Rice en Casserole	3.50
(The above served with Hot Rolls and Butter)	

Bird and Beef

Whole boneless Rock Cornish Game Hen, stuffed with Wild Rice, Garnished with Bing Cherries and sauce Perigourdine. Served with Lakewood Salad, Asparagus Hollandaise, Rolls and Butter and Beverage. (A 45-minute wait, please)	5.00
Roast Prime Rib of Beef Au Jus. A generous slice served with Lakewood Salad, Baked Potato, Hot Rolls and Butter and Beverage	4.00

Vegetables

Broccoli50
New Peas50
Green Beans50
Asparagus65
Potatoes au Gratin50
Special Baked Potato50
Cottage Fried Potatoes50
Hash Brown Potatoes50
Fried Artichoke Hearts75
Broiled Mushrooms in Butter85

The Sweets

Assorted Ice Creams and Sherberts25
Sundaes35
Parfaits50
Toasted Coconut or Pecan Ice Cream Balls50
Assorted Pastries from our Wagon50
Peach Melba60

The Flame

Crep Suzettes	1.25
Cherry Jubilee (For 4)	3.00
Peach Flambe (For 4)	3.00
Baked Alaska (For 4)	3.00

The Cheeses

Roquefort45
Camembert45
Liederkranz45

Beverages

Coffee15
Sanka20
Milk15
Instant Postum25
Iced Tea or Coffee20
Hot Tea15

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Sherwood Steaks

Your Choice of K.C. Steaks all 10 oz. Steaks

Sirloin Strip

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Served with Baker Potato, Green Salad, Onion Ring,
Hot Rolls and Plenty of Coffee \$3.50

14 oz. Sirloin Steak 4.50

Denver Lamb Chops 3.50

Broiled Ham Steak 2.50

— A Steak for Two —

Double Cut Sirloin Sliced at Table 7.50

Sherwood Kibob 2.75

A skewer of Tenderloin, Mushrooms, Tomatoes, Onion,
and Pepper on a Platter of Hot Rice

Cold Suggestions

Chilled Lobster Tail Salad en Shell Garnished with
½ Egg, Artichoke Heart, Sliced Tomato, Finger
Sandwiches 2.50

Sockeye Salmon on Shredded Lettuce Minced Onion,
Hard Boiled Egg, Tomato & Relishes, Finger
Sandwiches 1.75

Boneless Sardines & Chopped Eggs Garnished with
Fresh Cucumbers, Wedges of Tomato, Relishes
and Potato Chips 1.50

Stuffed Tomato with Tuna, Relishes and Potato Chips 1.35

Fruit Platter with Sherbet 1.35

Club Breakfast

Fresh Fruit or Juice, Two Eggs, Ham, Bacon,
Sausage, Grits or Hash Browns, Toast and Jelly
Coffee \$1.50

Hors D'Oeuvres

Price per person

1. 3 Toasted Cheese Crackers (Hot), 2 Broiled
Cocktail Franks35

2. 2 Smoked Oysters, 1 Chilled Shrimp and Dip,
Stuffed Celery with Pate50

3. 2 Hot Chicken Livers with Bacon, 1 Cherry Pepper
Stuffed with Shrimp Salad, 1 Meat Finger
Sandwich90

For The Kiddies

Mickey Mouse

Hamburger Patty, French Fries, Slice of Tomato,
Roll, Glass of Milk65

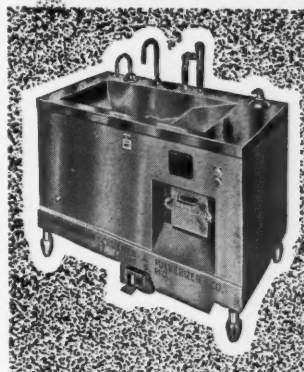
Donald Duck

Broiled Frank, Vegetable, French Fries, Hot Roll60

Captain Kangaroo

Chicken Drumstick, Potato, Vegetable, Roll, Glass
of Milk75

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Reasonably priced. Write for Bulletin No. R-124.
If possible, state number of meals you serve per setting
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SHAME ON YOU!

You're depriving them—needlessly—of one of the true
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Only Dennis Water Cress has that distinctive limestone flavor. Cultivated with care for over 75 years in the rolling hills of West Virginia and Alabama. If you're willing to mend your ways, we'll forgive you and gladly welcome you to the club of discriminating Dennis Water Cress Servers. Your order cut, washed and shipped the same day.

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NON-ALCOHOLIC Champagne!

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New York 3, N. Y.

From The Sea

1. Broiled (9 oz.) Lobster Tail, Lemon Butter (30 min.), Served with Shoestring Potatoes, Cole Slaw, Hot Rolls, Stuffed Broiled Tomato, Coffee 3.25
2. Pan Broiled Trout Almondine (20 min.), Served with Cole Slaw, Baked Potato, Hot Rolls, Coffee 2.25
3. Shrimp DeJonhge en Casserole (15 min.), Steamed Rice, Salad, Hot Rolls, Coffee 2.50
4. Broiled Red Snapper (30 min.), Baker Potato, Salad, Hot Rolls, Coffee 2.65
5. Captain's Seafood Platter (25 min.), An assortment of Fresh Seafoods, the very best in season with Hushpuppies 2.75

From The Barnyard

- One-Half Chicken (Southern Fried or Broiled) (40-min.), Served with Potato, Hot Biscuits, Honey, Salad, Coffee 2.00
- Brockett of Spring Chicken Livers (25 min.), Served on Bed of Hot Rice with Wedges of Fresh Tomato, Salad, Hot Rolls, Coffee 1.95
- Grilled Omaha Turkey Steak (30 min.), Served with Brandied Peach Half, Potato, Salad, Hot Biscuits, Honey 2.50
- Fresh Omelette (Cheese, Spanish Ham or your choice), Served with Potato, Hot Rolls, Coffee 1.50

Sandwiches

- | | | | |
|------------------------|-----|-----------------------|------|
| Hamburger, Plain | .50 | Country Club Sandwich | 1.00 |
| Sherwood Hamburger .. | .65 | Junior Club | .75 |
| Cheeseburger | .60 | Sliced Turkey | .90 |
| Grilled Cheese | .50 | Tunafish Salad | .50 |
| Kosher Corn Beef | .75 | Chicken Salad | .50 |

See our Sandwich DuJour on the Daily Luncheon Menu

Soups

- | | |
|---------------------|-----------|
| Seafood Gumbo | .30 & .60 |
| Vichyssoise | .30 & .60 |
| French Onion | .25 & .50 |
| Soup de Jour | .25 & .50 |

Desserts

- | | |
|-----------------------------------|-----|
| Cherry Jubilee | .90 |
| Cambert Cheese and Crackers | .40 |
| Creame de Menthe Parfait | .60 |
| Caramel Cup Custard | .30 |
| Your Favorite Sundae | .30 |
| Banana Flombe | .85 |

Beverages

- | | |
|--------------------|-----|
| Coffee | .15 |
| Milk | .15 |
| Tea | .15 |
| Tuborg Beer | .60 |
| Regular Beer | .35 |

Enjoy an Excellent Wine with Dessert
A Ruby Port Cherry Kijafa

Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

September, 1960

- 15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during August, 1960, and employe tax and employer tax under the Federal Insurance Contributions Act for August, 1960, if more than \$100 payable to an authorized depository. Return on Form 450.
Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended April 30, 1960.
- 30—Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for August, 1960, if more than \$100, payable to an authorized depository. Return on Form 537.

October, 1960

- 15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during September, 1960, and employe tax and employer tax under the Federal Insurance Contributions Act for September, 1960, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit depository to return validated Form 450 prior to date for filing return for third quarter of 1960.
Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended May 31, 1960.
- 31—Withholding tax and Federal Insurance Contributions Act tax: Return for third quarter due and tax payable. Return on Form 941. Attach validated Forms 450.
Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes: Tax liability for September, 1960, if more than \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised, Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for third quarter of 1960. Otherwise, return for third quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is accompanied by depository receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to November 10.

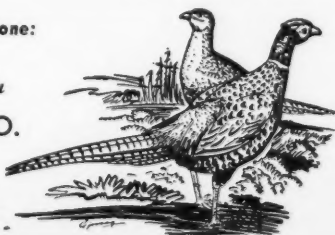
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FOOD TOPICS

By Harry Fawcett

Better to light a candle than to damn the darkness!

When I heard a speaker utter that at Rotary a year or so ago, I was impressed. I remembered Voltaire's pronouncement: "All writers borrow one from the other", and I too used the phrase. If you were watching the recent Democratic Convention, you heard Senator Kennedy utter those words too.

All of which leads to my advice: Use the other fellow's recipes; use the other fellow's knowledge; use his know how. This is exactly the way *he* got that "know how". Voltaire told us that, and none of us are supermen or know it all. All the knowledge of the world is yours to use, if you will.

And, remember too, this one more inescapable truth attributed to Mark Twain:

"There is little difference between the man who *can't* read—and the man who never reads."

Some cold suggestions for the hot months:

Although most of your dining rooms

are now air conditioned, and therefore "summer dishes" should no longer be necessary, we still find that the state of mind of most members calls for Madrillene, cold cuts, iced coffee and tea.

I know you are all familiar with the old tried and true standby cold dishes, and perhaps you thought of ours long ago, but here are a few that have become favorites here at the Kansas City Club.

Jellied consomme . . . boullion . . . Madrillene . . . They are all good, but how about some changes, such as:

Crepe Senegalese. Expensive but finest of all hot weather party soups. Poach in one quart of white consomme a fowl weighing (cleaned) about 3½ pounds, and 2 ounces of rice previously blanched. When fowl is cooked remove the two breasts and put aside. Remove all meat from rest of carcass and pound or grind to a smooth paste and mix with the rice. Add more consomme and rub all through fine sieve. Bring to a boil. Finish with a liaison of 3 egg yolks, ¼th pint of heavy cream and 3 ounces

butter and curry to taste. Allow to cool thoroughly before putting in ice box, and when serving, cut the breast meat in fine dice and add some to each iced supreme or cup as served. Serves 8 to 10.

While we recommend this most as a cold soup, we also get calls for it all winter, served hot.

Crepe Bohemienne. Every man loves onion soup. Every woman does too, but they won't admit it, and if you suggest it to them, they'll turn you down cold. This is one of my favorite soups for men, served hot in large soup plates which contain two or three cheese toast croutons (made from left-over dinner rolls). Always have extra croutons to pass and have the chef make the soup the consistency of soft velvet. It's always a winner as a hot soup. But when the weather's hot, Crepe Bohemienne is better than ever when chilled and served in an Iced Supreme. I have had many ladies a day or two after a party say, "What was that heavenly soup we had?" If you tell them the truth, they won't believe you. It's simple too. Try it!

Mince an onion for each person or two (depending on size of onions) very fine. Cook in butter without browning. Season with salt and pepper. Add chicken stock, cook vigorously, strain out the



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onions, and to the stock remaining add liaison of egg yolks and cream until it feels like velvet when tried between thumb and forefinger. Cool slowly and chill before serving.

Are you saying, "Well, these are both thick soups"? If so, go on back to consommés as I said in the beginning. Any cold soup is good in summer, but the three I am giving are new (at least to most of you), they are an addition to your menu, to your repertoire, and believe this, they are lovely. People like them.

Crepe Clovisse. Take 12 Little Necks or Cherrystones, scrub and rinse. Put in a pot with an onion, a few stalks (outside ones) of celery, and ½-teaspoon Thyme and ½ teaspoon Rosemary. Cover with three quarts of water and boil until you have reduced one third. Strain all into a kettle with one quarter pound of butter. Thicken with a liaison of egg yolks and cream. Cool out and chill until ready to serve. A little of the finely diced meat of the clams can be put in each cup before serving.

Enough of soups. One of our biggest sellers in summer, favorite of many ladies' luncheons, is **Chicken and Fruit Salad Lake Shore.** This is served at our club on an attractive place or spot plate. The center is a mound, about a 7-ounce-coffee-cup-full of all white meat chicken salad. Arranged around the center mound radiating out like spokes of a wheel are segments of large oranges, grapefruit, melons, avocado—whatever fruits are available to you. Fresh berries are used on and between the fruit which is dressed with French dressing. The chicken salad in the center is masked with the usual mayonnaise garnished with stars of black olive, Epis de Mais, capers or other decorations.

Chicken and Vegetable Salad is another picture which sells each diner's "stomach of the eye". Using the same attractive plate—ours are 10-inch—we fill the center with a cup size, about 7 ounces, of cooked mixed vegetable salad put together with mustard and mayonnaise. Decorate this mayonnaise-covered mound with star or other fancy shapes cut from vegetables or black olives, then surround the center mound with uniform slices of chicken. It's lovely to look at and it's a complete meal.

Baby Lobster Bellevue. The authentic Lobster Bellevue, or Parisienne as it is also called, is usually a show-piece for more expensive buffets. Although most recipes call for prodigious use of truffles, a simple and relatively inexpensive version is within the scope of any kitchen to make and again the result is an attractive picture as well as a dish that will popularize your summer menus.

For this less expensive version, buy

baby lobsters. Cook them whole. When cold, with scissors, cut out an oblong opening from head to tail. Remove the tail meat in one piece and when cold slice as many rounds as possible from each. Dice the remaining meat and mix with Russian Salad (diced cooked vegetables) and mayonnaise and fill the cavities you left in each lobster. Place the rounds evenly on top and on top of each round place a diamond of pimiento or just a smaller round piece of black olive. Saratoga chips or Goufrette (waffle) potatoes make a nest to complete the plate.

Managers in the smaller clubs that have to give their chef or cold meat man a day off can try their own hand with this one. I promise you success on your first try.

Soon fall will be at hand with its rash of cocktail parties and for my next offering I'm going to give you a few ideas for hors d'oeuvres we have found popular. ■ ■

Imports Rise

Imported alcoholic beverages, on which American consumers spend about \$1 billion annually, are becoming an increasingly important factor in providing U. S. exchange for foreign

customers of this country, it was pointed out in a recent speech by Howard R. Walton, president of Hiram Walker-Gooderham & Worts.

Mr. Walton said that Scotch whisky is the second largest export from the United Kingdom to the U. S., and Canadian whisky is second only to farm machinery in value of finished goods exported to the U. S. from Canada.

In tracing the growth of the market in the U. S. for imported distilled beverages, Mr. Walton pointed out that in 1950 imports accounted for less than nine per cent of the total U. S. market, increasing to slightly less than 12 per cent by 1955 and to about 16 per cent this year.

For the Soaring Sixties

Designed to meet the food industry demands of the next decade is the label Sterling China has attached to its new merchandising package "Sterling Sixties."

The new collection of patterns and shapes are contained in the 24-page booklet which is available from Dept. CM, Sterling China Co., East Liverpool, Ohio.



OLD SMUGGLER. Light in body—delicate in flavour—and developed with patience and scruple, Old Smuggler is truly the "Fashionable Scotch." Ask for it by name next time. You will be richly rewarded.

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86 PROOF

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Weldon, Williams & Lick
Since 1898
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Wine Pressings

(Continued from page 36)

shelves—a standard admonition in books on wine—as the temperature throughout the space would be uniform.

Tools

The cellarman should be provided with these tools, for his exclusive use: wire and metal tape cutter; carton cutter (for cardboard); case hammer (not a regular hammer); dust pan & broom; mop and bucket; self-supported rolling ladder (Cramer Posture Chair Co., Kansas City, Mo.); marking pencil; thumb tacks; bottle breaker & trash can; desk or work table and chair.

Case Storage

Small cards about two and one-half inches by three inches with the code number in large letters should be tacked in the upper left hand corner of the case end that carries the name of the wine, as soon as the wine comes in. The case should be stacked so that these cards are on the aisle ends and the bottles either on their sides or bottoms-up to keep the corks moist.

M 24-4

Gevrey-Chambertin '49

Reserve du Patron

Sichel-reorder 9

7-24-58 -36

5-7-60 -24

BIN CARD

The cases should all be stacked on two inch by four inch slats. If stacked next to a wall, they should be placed at least two inches from the wall to permit air circulation. When cases are opened and the wines binned, it is suggested that three price tags be placed on the bottle, one over the end of the cork and two near or on the label.

BOTTLE TAGS

Figure 3

These tags can be self-sticking labels (Press-&-Ply tags from Denison) or ones prepared by use of a Monarch Dial-A-Pricer (Model 20, Monarch Marking System Co., Dayton, Ohio) such as used by grocery and department stores. They should show the

M 24-4

500 are on top
of row 5

SUPPLEMENTAL BIN CARD

Figure 4

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Heineken's
HOLLAND BEER

Gen. U. S. Importers:
Van Munching & Co., Inc., New York 36, N. Y.

code number and the price of the wine. (Figure 3)

The tag on the cork is an aid in inventory and locating the bottle, particularly in-service storage bins. Of the two tags near the label, upon service, both are removed from the bottle, one placed on a guest check and the other on the daily requisition sheet kept by the bar checker or the person responsible for the service storage. If an empty bottle is returned to the cellar with a tag still on it, it indicates one of these two operations has been overlooked.

In addition to shelves for fast moving liquors, rectangular bins (about 11½ inches wide by 13 inches high by 15 inches deep—other shapes just waste space) should be provided for laying-on-the-side storage for wines and—and the slow moving liquors and liqueurs, because they, too, are closed with corks.

Bins

Each bin should be marked by a "bin card", such as shown by Figure 4, listing, in addition to code number, the name, year and producer or importer, the number of bottles left in the bin at which this wine should be re-ordered (if sufficient experience has established a "reorder number"). Also, the date and amount of receipts are indicated for use in determining the reorder number as well as in inventory.

Cost and selling prices are not indicated, for they are better kept in an issue book. In this way requisitions can be priced much faster by the cellarman seated at his desk and can be checked each six months by the accounting of-

fice. The cellarman makes changes in either figure when new shipments are received.

The writing of issues on the bin cards is time-consuming and serves little practical value except as a history of issues. This can be obtained from the delivery dates and a physical count, or by reference to the monthly inventory sheets, if desired, which seems of doubtful value if proper controls are maintained.

The supplemental bin card indicates where extra cases of this wine are stored, both for inventory purposes and in the event someone other than the cellarman fills a requisition. It is altered or removed when that wine is transferred to the bin. In filling the bin, occasional *dry breakers* (bottles broken in shipment, from which the wine evaporated without leaving noticeable stains on the outside of the case), *leakers* (from which part of the wine has drained, due to a poor cork) and *dummies* (unfilled bottles) may be encountered. Usually the purveyor will replace or issue credit for these, if the still-corked necks are presented. It is not considered "cricket" to try to get credit in this manner for the bottles broken in your cellar. ■ ■

Chicken Promotion

A promotion program on chicken, running through the early fall, has been launched by Wesson Oil. A special brochure entitled "Promote Fried Chicken for Extra Sales and Extra Profit", containing many recipes, can be obtained by writing the Wesson People, P.O. Box 144, Dept. CM, New Orleans 3, La.

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NAMES IN THE NEWS

W. P. Benghauser has been named general merchandising manager of Wear-Ever Aluminum, Inc. In the newly-created position he will head the company's advertising, sales promotion and publicity activity. Advertising manager of the company since 1956, Mr. Benghauser joined Wear-Ever in 1945.

Frank Cahill, 64-year-old New York City representative for Aatell and Jones, Inc., died July 3. Mr. Cahill served with the army in World War I and had been associated with Aatell and Jones for 25 years.

Franklin L. Klocke has been appointed sales representative in the Buffalo Niagara Falls area for the Troy Sunshade Co. Mr. Klocke has over 15 years furniture sales experience.



John A. Charles has been promoted to assistant manager for institutional products, it has been announced by the Wesson Division of Hunt Foods and Industries, Inc. Mr. Charles joined Wesson in 1950. In 1956 he was named district sales manager of the Penn-Capitol area, the post he held until his present promotion.



Dan C. Turrentine, formerly assistant general manager of the Wine Institute, has been appointed manager of the Wine Advisory Board. His offices remain in San Francisco. Mr. Turrentine succeeds Edmund A. Rossi, retired, in the job of directing sales promotion, advertising, public relations, research and related activities for California's \$600 million wine-growing industry.

John J. "Jack" Spanier has been promoted to national brands manager of the Jos. Garneau Co., import division of Brown-Forman Distillers Corp. Mr. Spanier, who will be responsible for national sales activities for Usher's Green Stripe Scotch and other imports, joined Brown-Forman in 1937 and prior to his promotion was Bols-Garneau sales manager for the five-state western sales region.



U. Sykes Mozneck has been appointed director of advertising and product promotion for Landers, Frary & Clark, makers of Universal, Handy-Hannah and Dazey household appliances. Mr. Mozneck has been associated for the past 16 years with Casco Products Co.

George A. Owen has been named sales representative for Sterling China Co. and will service the club and hotel trade in Wisconsin, Minnesota, Iowa, Nebraska, Kansas and Illinois. He previously was affiliated with an aluminum company and a china company.

E. W. "Lex" McGrath has joined Cross Bros., Philadelphia meat packers, as vice president and general manager of the hotel division. He formerly was associated with Pfaelzer Bros., Chicago, as vice president in charge of sales. Mr. McGrath is well-known to club managers throughout the country and has attended CMAA conferences for many years.

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49 proof

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A distinguished line of 48 cordials, liqueurs, and brandies blended with true old-world flair to give you European quality at prices that mean good profit.

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Commercial Laundry

(Continued from page 20)

satisfactory. Sometimes a linen supply firm will not have uniforms available so there are possibilities that two or more rental services may be required. Lost garments and linens usually are charged to the user's account at a set fee approximating actual cost. Thus, users need a good control system for rental items just as they would if they owned the inventory themselves.

Most laundries catering to the general public have a versatile organization. A large investment in equipment is needed to serve a variety of public needs. Competitive conditions, plus the benefits for the laundry of better utilizing capacity with your work, improves your opportunity to contract for the service at prices near cost.

Further, the commercial laundry is accustomed to serving housewives for home needs. This establishes a high standard of work quality that you may expect for your work, too. Quality standards may be important to you if your club favors elegant and more costly linens, uniforms and so on. Often there is no more need for expanded inventory to accommodate commercial laundry service than when you have

your own laundry. However, it is wise to arrange frequency of service to meet your problems as well as possible when you contract for the service.

In order to compare costs of rental laundry service versus the inventory investment and laundering cost of commercial services, you need some reliable records of linen life. Then, local conditions inject a number of added variables. The analysis needs to be made individually in your particular area. The extent to which you can improve provisions for laundry service in your club is the fundamental goal. ■■

Inaugural Flight

Jay Murphy, national manager of special accounts for Hiram Walker, Inc., is shown here with his large family after they took the inaugural flight



of United's jet service from Philadelphia to Detroit. On hand to greet the ten Murphys, was Detroit Mayor Louis Miriani.

Visits U.S. Markets



Sibe Minnema, area export manager of Heineken's Breweries of Holland, recently was feted at a party at the Netherland Club of New York after his completion of a tour throughout the United States.

Shown here are, from the left, Mr. Minnema, Leo Van Munching, president of Van Munching & Co., importers of Heineken's; James P. Connelly, vice president of Van Munching; and William Schwartz, the company's comptroller.



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Tireless, diligent worker. No bad habits. Married. One grown child.

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CLUB MANAGER WANTED

New Golf and Country Club with 500 members, \$600,000 club house under construction, desires an experienced club manager. Must be available in 60 to 75 days. Apply to Post Office Box 2267, Pensacola, Florida, for application blank if interested.

Club Gets Desired Response From Dining Facilities Survey

By Tony Wayne, Manager
Riverside Golf Club
Riverside, Illinois

THE board of directors and the house committee of Riverside Golf Club recently sent out a questionnaire to the membership in a constructive effort to find out why the club's dining facilities were not more fully patronized. I set up the questionnaire, which required no signature by the member. And after returns came in and were tabulated, I composed a printed analysis sheet which was sent out to the members letting them know the results of the survey.

The club received 114 replies, about 50 per cent of the membership. There were few and such varied answers on the last two questions, "Suggestions for

half-way house improvements" and "Why are you not a regular patron?" that they could not be analyzed.

After the survey, changes indicated by the results were made in the club dining set-up and menu selection.

The response to the survey follows:

(1) Is the present lunch schedule (11:30 a.m. to 2:30 p.m.) satisfactory? . . . Yes, 112; no, 2. Is the present dinner schedule (6 to 8 p.m.) satisfactory? . . . Yes, 60; no, 47. Suggested change . . . 5 to 9 p.m., 13; 5:30 to 8 p.m., 3; 6 to 8:30 p.m., 4; and 6 to 9 p.m., 24.

(2) Breakfast served Saturdays, Sundays and holidays during season? . . .

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4½ Lb. bowl of new, exciting Saber Club Cocktail Natural Cheddar Spread in Port wine, with 2 lbs. of imported thin sliced German pumpernickle, \$5.95 ppd.

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Asl for our FREE 1960 CHEESE ENCYCLOPEDIA, listing more than 500 varieties.

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WORLD'S LARGEST RESORT HOTEL!

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Stellar Entertainment in the Stardust Lounge
All the Excitement of Las Vegas!

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For Groups from 10 to 1,200!

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For Reservations Call Dudley 4-6350, Las Vegas

STARDUST Hotel
LAS VEGAS, NEVADA

Yes, 22; no, 84.

(3) Do we have too wide a selection in our menu? . . . Yes, 50; no, 58. Suggested change . . . Reduce same, 19; reduce cold entrees, 9.

(4) Are menu selections generally satisfactory? . . . Yes, 102; no, 5. Suggested change . . . Weekly variety, 4.

(5) Should portions be reduced? . . . Yes, 36; no, 69.

(6) Is "small portion menu" too extensive? . . . Yes, 24; no, 58.

(7) Should "small portion menu" be available to both children and adults? . . . Yes, 65; no, 40.

(8) Any complaint as to manner of food preparation? . . . Yes, 9; no, 103.

(9) Is beverage service adequate? . . . Yes, 104; no, 8. Suggested change . . . Need upstairs bar, 3; use upstairs porch, 2.

(10) Are Sunday buffets too elaborate? . . . Yes, 24; no, 72.

(11) Opinion of service . . . Above average, 77; average, 28; below average, 2. There were several comments about excellent waitresses and service.

(12) Sponsored non-members permitted lunch privileges? . . . Yes, 50; no, 42.

To prompt a response to the club's new closing hour in the dining room, a

promotion letter was used, asking for membership support. The letter stipulated that if there was not a 20 to 25 per cent increase in patronage, it might become necessary to consider a monthly minimum house account. Immediately after this communication piece went out, business improved considerably in the club. ■ ■

Veal and Sauterne

Cooking with wine is popular in many clubs and Taylor Wine Co. sends this recipe for Veal Scallopine Sauterne.

2 lbs. veal cutlets, sliced wafer-thin
Seasoned flour
3 tablespoons olive or salad oil
1 cup beef or chicken broth
½ lb. mushrooms, thinly sliced
1 teaspoon tarragon vinegar
1 tablespoon chopped parsley
1 bay leaf
½ cup Taylor N. Y. State Sauterne
Grated Parmesan cheese

Coat cutlets very lightly with seasoned flour. Cook in olive or salad oil over low heat until lightly browned. Add broth slowly. Add mushrooms and bring to boil. Lower heat, cover and simmer 20 minutes, turning veal at least once. Add vinegar, parsley, bay leaf and wine; bring to boil; remove from heat and serve at once with grated Parmesan cheese. Makes 6 servings.



Deluxe Portable Seating by



Heywood-Wakefield portable chairs provide an economical, convenient means of obtaining additional, temporary seating capacity without sacrificing comfort or dignity of decor. Available in full-upholstered spring cushion models, semi-upholstered, and durable plywood, the entire line features welded tubular steel frame construction which assures years of extra service. Write for illustrated literature.

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Lasco Orange Granules are perfect for screwdrivers, Valencia cocktails, orange blossoms and many other mixes. So easy to prepare . . . just add 2 gallons of water to a 2 lb. vacuum packed can. No messy squeezing or peeling, no storage problems.

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Lasco DELUXE FROTHY GRANULES

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The natural fruit flavors of Lasco Deluxe Frothy Cocktail Lemon, Lasco Cocktail Lime or Orange Granules are ideal for your bar mixed drinks, because Lasco Granules contain pure dehydrated fruit juice. One 10 oz. jar will make one gallon. No refrigeration necessary. Also available in 12 other flavors for delicious summer beverages.

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 Thoroughly experienced to take full charge of club operation. Good background in food and beverage, purchasing and planning of fine foods and party arranging.
 Twenty-five years experience. Age forty-nine years. Good appearance and personality. If desired, wife trained in every department. Excellent hostess.
 ADDRESS: Box 21-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CLUB MANAGER AVAILABLE
 Presently employed as manager of a country club. 20 years experience in city and country club management. Desire larger club. Familiar with all phases of club operation. Willing to live on grounds. ADDRESS: Box 23-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

MANAGER
 with fourteen years successful experience in city club of 2,200 members and two 350 member family country clubs. Can furnish best of references as to ability in maintaining excellent control in all departments and serving finest food with top notch service. Prefer year-round club. Presently employed in seasonal club. ADDRESS: Box 22-Z, % CLUB MANAGEMENT, 408 Olive St., St. Louis 2, Missouri.

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 at a well-known Cape Cod golf club as manager. Would like to change to a year-round set-up or one with a longer season. Resume of qualifications and past experience furnished on request. ADDRESS: Louis V. Orgera Hyannisport Club Hyannis Port, Mass.

New Market Areas

Old Milwaukee, the Jos. Schlitz Brewing Co.'s new popular-priced beer, is moving into two primary market areas in its first major step since its debut last year in Michigan.

Behind a heavy advertising and promotion program, Old Milwaukee is being introduced in the Richmond, Va., and Tampa, Fla., areas.

Mint Julep Week

The 150th anniversary of the Mint Julep was observed recently with a party sponsored by The Bourbon Institute in New York, launching a national Mint Julep Week. Research has disclosed, according to the institute, that the first julep was prepared in 1810.

Recipes for Men

From Lea & Perrins, Inc., comes a color booklet entitled "Dishes Men Like" which should be of interest to managers looking for new ways to spark up their menus in the men's grill and 19th hole.

In the booklet are 168 recipes, a check list of good "go-togethers" to help in making up a menu, a recipe for Original Texas barbecue sauce, and an illustrated section on how to carve to help you in training.

The recipes are divided into the following sections: The Cocktail Hour; Soups and Chowders; When the Main Dish Is Meat; When the Main Dish Is Chicken; When the Main Dish Is Seafood; When the Main Dish Is Cheese, Eggs; The Barbecue; Salad Specialties.

For a copy write Dept. CM, Lea & Perrins, Inc., 241 West St., New York 13.

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Competent experienced manager for club of 500 members in vicinity of Kansas City. Facilities include dining room, lounge, tennis courts, swimming pool, and heavy club-sponsored activities program for children and adults. No golf. Send complete resume to: Box 24-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CHEF DE CUISINE. European background, 43 years old, exceptionally capable at handling all phases of food operation, as supervising a large kitchen staff. Heavy experience in European and American kitchens. Presently employed in large membership yacht club. Prefer club in Westchester or Connecticut where the highest quality in food and service would be expected. Address: Box 27-Z, c/o Club Management, 408 Olive Street, St. Louis 2, Mo.

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CLUB MANAGER AVAILABLE
General manager of country club. Now employed. Desire change of location. Age 49, good health, married, no children. 30 years experience in hotels and country club. Wife experienced and can assist in dining room if desired. Salary open. Will furnish references and picture on request. ADDRESS: Box 30-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

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Atmosphere of individuality in dining room of Detroit Recess Club with wood and glass columns



Teakwood, black leather in Recess Club's tailored grill room

Cool blues, soft lights for intimate mood in lounge of Recess Club



Bronze doors, contemporary decor of Recess Club entrance lobby



Above and at right: Detroit's Recess Club, formerly an all-male retreat, recently was renovated in both policy and design to include women. Harley Earl Associates did the design on ultra-contemporary lines. Heavy, massive chairs and tables were replaced with light, modern furniture. Imaginative use of lighting, fabric and woods gives the club varied mood appeal.

Newest Designs In Clubs

A panoramic view of the capitol, St. Paul Cathedral, from St. Paul A. C.



Above and below: The opening of the St. Paul Athletic Club's new Summit room was timed to coincide with "Dancing Waters", famous watershow being staged each evening atop the Minnesota Mutual Life Insurance building across the street, six floors below. Music is piped directly into the Summit. Lyle E. Brown is manager and Hubert A. Gile is assistant manager.



Roof-top cocktail lounge-dining room at St. Paul A. C.



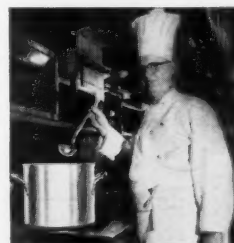
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